

# Agenda

# Ordinary Meeting of Council Tuesday, 24 October 2017

To be held in the
Council Chambers

1 Merrijig Drive, Torquay

Commencing at 6.00pm

# Council:

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

# AGENDA FOR THE ORDINARY MEETING OF SURF COAST SHIRE COUNCIL TO BE HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY ON TUESDAY 24 OCTOBER 2017 COMMENCING AT 6.00PM

#### PRESENT:

#### **OPENING:**

Council acknowledge the traditional owners of the land where we meet today and pay respect to their elders past and present and Council acknowledges the citizens of the Surf Coast Shire.

#### PLEDGE:

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

#### **APOLOGIES:**

#### **CONFIRMATION OF MINUTES:**

# Recommendation

That Council note the minutes of the Ordinary meeting of Council held on 26 September 2017 as a correct record of the meeting.

#### **LEAVE OF ABSENCE REQUESTS:**

#### **CONFLICTS OF INTEREST:**

# Note to Councillors and Officers

## Declaration of Interest

Councillors and Officers please note that in accordance with Section 77A of the Local Government Act 1989, there is an obligation to declare a conflict of interest in a matter that could come before Council.

A conflict of interest can be a direct or indirect interest in a matter.

A person has a direct interest if:

There is a reasonable likelihood that the benefits, obligations, opportunities or circumstances of the person would be directly altered if the matter is decided in a particular way.

A person has an indirect interest if the person has:

- 1. A close association whereby a "family member" of the person has a direct or indirect interest or a "relative" or member of a person's household has a direct interest in a matter;
- 2. An indirect financial interest in the matter;
- 3. A conflicting duty;
- 4. Received an "applicable" gift;
- 5. Become an interested party in the matter by initiating civil proceedings or becoming a party to civil proceedings in relation to the matter; or
- 6. A residential amenity affect.

# Disclosure of Interest

A Councillor or Officer must make full disclosure of a conflict of interest by advising the class and nature of the interest immediately before the matter is considered at the meeting. While the matter is being considered or any vote taken, the Councillor or Officer with the conflict of interest must leave the room and notify the Chairperson that he or she is doing so.

#### PRESENTATIONS:

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# 1. PETITIONS & JOINT LETTERS

Nil

#### 2. PLANNING MATTERS & DECISIONS

# 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

Author's Title:Senior Strategic PlannerGeneral Manager:Ransce SalanDepartment:Planning & DevelopmentFile No:F16/734Division:Environment & DevelopmentTrim No:IC17/1155

Appendix:

- Spring Creek Precinct Structure Plan (Final) (D17/118001)
- 2. Response to Panel Recommendations Report (D17/118002)
- 3. PSP Document Changes Table (D17/118003)
- 4. Comparison of PSP with Community Panel Recommendations (D17/118004)
- 5. Urban Growth Zone Schedule 1 (D17/118466)
- 6. C114 Explanatory Report (D17/118006)

| Officer Direct or Indirect Conflict of Interest:               |      | Status:  |      |  |
|--|------|--|------|--|
| In accordance with Local Government Act 1989 –<br>Section 80C: |      | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |      |  |
| Yes<br>Reason: Nil   | ⊠ No | Yes Reason: Nil  | ⊠ No |  |

#### **Purpose**

The purpose of this report is to consider the final Spring Creek Precinct Structure Plan and to adopt Planning Scheme Amendment C114 subject to changes.

#### **Summary**

Planning Scheme Amendment C114 seeks to implement the *Spring Creek Precinct Structure Plan* (PSP). The amendment was placed on public exhibition from 26 May until 27 June 2016 and attracted 80 submissions. The amendment and all submissions were reviewed by an independent Panel in November 2016. Council considered the report of the Panel at its meeting on 28 March 2017 and resolved to accept some recommendations, reject others and undertake further work in relation to: stormwater management, biodiversity and native vegetation, open space and creek buffers, lot densities, residential design controls and bushfire management.

The further work has now been completed and has informed a final response to the Panel recommendations. This report provides an overview of the outcomes of the further work and recommended changes to the PSP and amendment documents.

In finalising the PSP, officers have been mindful of the need to balance the interests and expectations of landowners/developers and community groups/members and to ensure that the original vision for Spring Creek as informed by the Community Panel is not compromised.

# Recommendation

That Council:

- 1. Having considered the Panel Report and all submissions to Surf Coast Planning Scheme Amendment C114, adopt the amendment as exhibited subject to changes as outlined in this report and the appendices.
- 2. Prior to submission of the adopted amendment to the Minister for Planning for approval, finalise the Native Vegetation Precinct Plan.
- 3. If required, correct any clerical errors or consequential changes in the documentation to achieve consistency as a result of the adoption of the amendment.
- 4. Submit adopted Surf Coast Planning Scheme Amendment C114, including the final Spring Creek Precinct Structure Plan and Native Vegetation Precinct Plan, to the Minister for Planning for approval pursuant to section 31 of the *Planning and Environment Act 1987*.
- 5. Upon approval of Surf Coast Planning Scheme Amendment C114 by the Minister for Planning, commence the preparation of a Development Contributions Plan or Infrastructure Contributions Plan, as the case may be.

#### Report

# Background

Planning Scheme Amendment C114 seeks to implement the *Spring Creek Precinct Structure Plan* (PSP), which covers an area of approximately 245 hectares extending generally one kilometre west of Duffields Road, Torquay. The amendment was placed on public exhibition from 26 May until 27 June 2016. A total of 80 submissions were received from referral authorities, landowners, developers, community groups and residents. The amendment and all submissions were reviewed by an independent Panel in November 2016. Council considered the report of the Panel at its meeting on 28 March 2017. Council resolved to accept some recommendations, reject others and undertake further work on the remaining ones.

This report provides an overview of the outcomes of the further work and recommended changes to the PSP and amendment documents. The amended PSP is included at Appendix 1. A detailed response to the Panel recommendations is provided at Appendix 2. The table at Appendix 3 documents all changes to the PSP. A comparison of the PSP with the Community Panel recommendations is attached at Appendix 4.

In essence, the amended PSP seeks to:

- Maintain lower residential densities, whilst providing greater housing diversity around the neighbourhood centre, school and local convenience centres.
- Maintain generous creek buffers, conservation reserves and areas of passive open space to protect natural waterways, significant native vegetation, wildlife corridors and Aboriginal cultural heritage.
- Provide an open space system that is well connected and builds on and enhances the natural assets of the precinct and provides opportunities for informal recreation and linear trails.
- Control the design and siting of residential development to encourage urban development that achieves the landscape character objectives for the precinct.
- Respond to the Panel recommendations whilst not compromising the original vision for the precinct as informed by the Community Panel recommendations.

# Discussion

Overall the Panel supported Amendment C114. It concluded that the amendment is well founded and strategically justified and that the PSP and Urban Growth Zone Schedule (UGZ1) provide a sound framework and mechanism to manage land use and development within the precinct, subject to a number of changes to address specific issues.

The key recommendations of the Panel were:

- The PSP should not preclude the potential for urban development further to the west of the PSP boundary and land to the south-west should be marked as a "Strategic Investigation Area".
- Council should review the decision to replace the signalised intersection at Great Ocean Road/Strathmore Drive East with an un-signalised T-intersection.
- Council should review the provision of passive open space, including the width of waterway buffers, and determine how active open space needs will be met.
- Council should increase the overall dwelling density from the proposed 10 dwellings per hectare to 12-13 in order to more meaningfully deliver greater housing diversity.

At the 28 March 2017 meeting, Council adopted the following position:

- Strongly reject Panel Recommendations 3 and 4 in relation to further development beyond the western town boundary.
- Reaffirm Torquay's western town boundary at its current location (i.e. at a line generally one kilometre west of Duffields Road) and the retention of a green break between Torquay and Bellbrae as per current policy in the Surf Coast Planning Scheme.
- Confirm the decision to replace the signalised intersection at Great Ocean Road/Strathmore Drive East with an un-signalised left in/left out T-intersection and accept the other Panel recommendations in relation to the road network.

The position on the western boundary was reconfirmed at the September council meeting in response to a petition received from landowners to the west.

Council committed to undertake further work in relation to: stormwater management, biodiversity and native vegetation, open space and creek buffers, lot densities, residential design controls and bushfire management.

The further investigations have been completed and have informed a final response to the Panel recommendations. An overview of the outcomes of the further work and the ensuing recommended changes to the PSP and amendment is provided below.

# Stormwater management

In relation to the proposed stormwater management system the Panel made the following recommendations:

- The requirements in the PSP should provide greater flexibility to allow for alternative designs to be proposed by developers at the subdivision approval stage.
- Waterbody WL15 and waterway WL21 at 200-220 Great Ocean Road should be deleted and replaced with a waterbody further downstream.
- Review the extent of waterway WL01 affecting 225 Grossmans Road in consultation with the landowner.
- Include a mechanism to equitably allocate responsibility, costs and contributions where drainage infrastructure is upsized (i.e. benefits other landholders).
- Consider the impact of climate change in stormwater modelling.

At the March 2017 Council meeting, Council resolved to:

- Provide greater flexibility in the PSP in relation to the consideration of alternative stormwater management systems and infrastructure.
- Review the appropriateness of replacing WL15 and WL21 with water management infrastructure at a downstream location and review the extent of WL01.
- Investigate mechanisms to provide for the equalisation of contributions to shared water management infrastructure.
- Update the stormwater modelling report to include reference to the impact of climate change.

In response to the Panel recommendations the following further work has been undertaken:

- Section 3.6.1 of the PSP has been redrafted to make it clearer that the requirements with respect to the stormwater management system and the location of drainage infrastructure are indicative only and can be amended at the subdivision approval stage.
- The need for WL15 and WL21 has been reviewed. It is recommended that WL21 be deleted and replaced with piped infrastructure and that WL15 be replaced with water management infrastructure at a downstream location closer to the creek. The Stormwater Management Strategy has been updated to reflect these changes.
- The extent of WL01 affecting 225 Grossmans Road has not been reviewed as the mapping was based on waterway and flood extent information provided by the CCMA. The waterway is a designated waterway forming part of the northern tributary of Spring Creek. The landowner did not submit any evidence to justify why it would be appropriate to remove the waterway and has not made any further submissions.
- The use of section 173 agreements is deemed the most appropriate method for the equalisation of contributions to shared water management infrastructure.
- The Stormwater Management Strategy has been updated to consider the impact of climate change on the stormwater system. The previously provided comments on this subject have been incorporated into the report. Re-modelling was not deemed to be required. No change was made to design rainfalls as the effects of climate change are difficult to predict – with both increasing and decreasing trends predicted. The modelled system, combined with the natural topography of the site, has enough built in conservativeness to cater for events outside of those modelled in the study such as the possible effect of climate change.

#### Recommendation

Amend Plan 8, Table 5 and the integrated water cycle management requirements/guidelines at section 3.6.1 of the PSP to:

- Provide greater flexibility and guidance for landowners to submit alternative stormwater management designs to Council for consideration at the subdivision approval stage.
- Delete waterway WL21 from 200-220 Great Ocean Road and relocate drainage basin WL15 closer to the creek.
- Relocate water bodies WL11, WL12, WL13 and WL17 to avoid encroachments onto Crown land and to avoid or minimise native vegetation losses.

# **Biodiversity**

The Panel made the following recommendations in relation to biodiversity and specific areas of native vegetation:

- Use the "best part" of the Bellarine Yellow Gum woodland (GW5) at 200-220 Great Ocean Road as a native vegetation offset site and accept the lower quality "degraded" south-western portion as credited open space.
- Remove the area of planted native vegetation (SRW1) at 200-220 Great Ocean Road as a conservation reserve.
- Review the status of the native vegetation at 161 and 195 Grossmans Road.
- Include kangaroo management principles in the PSP as recommended by DELWP.
- Undertake further work to understand climate change impacts on native vegetation across the precinct and determine suitable revegetation species.

At the March 2017 Council meeting, Council resolved to undertake the following further work:

- Review the configuration and use options of vegetation patch GW5 at 200-220 Great Ocean Road, in relation to public access and use of the south-western degraded portion as credited open space.
- Further investigate the advantages and disadvantages of using GW5 at 200-220 Great Ocean Road
  as an offset site and bring an officer recommendation back to Council to decide when C114 is again
  considered.
- Investigate if public funds have been used for the planting of vegetation within patch SRW1.
- Review the significance of the vegetation at 161 and 195 Grossmans Road.
- Undertake further work to understand climate change impacts on native vegetation across the precinct and determine suitable revegetation species.

The above matters have been reviewed with assistance from Ecology & Heritage Partners and the following findings have been produced:

- Acceptance of part of the Bellarine Yellow Gum reserve as a offset site for native vegetation removal
  is not supported due to the ongoing management responsibilities that would be placed on Council as
  the future land manager and the restrictions on public access.
- A reduction in size of the Bellarine Yellow Gum reserve is not supported as it would result in a greater loss of significant trees, create greater edge effects due to loss of buffers, complicate BAL setbacks and increase offset requirements due to additional vegetation removal which is avoidable. This area was identified as an area with high conservation value based on the presence of a significant number of Bellarine Yellow-gums and also because it is the largest remnant patch present within the PSP. Acceptance of the lower quality south-western portion as credited open space is accepted as it would be able to be managed as a passive open space reserve with opportunity for a nature play park.
- Although Council has strong reason to believe that the revegetation works within SRW1 were part of
  a publicly funded Landcare project, it has not been able to retrieve any records of these activities.
  The removal of planted vegetation is exempt from the permit requirements of the planning scheme,
  however the vegetation can be retained within the creek buffer.
- The status of the mapped native vegetation within the Grossmans Road properties is valid and does not warrant any modification. The vegetation has been confirmed as regrowth following previous land clearing and agricultural use and its removal is not exempt from the permit requirements of the planning scheme.

#### Recommendation

- Not accept part of the Bellarine Yellow Gum reserve at 200-220 Great Ocean Road as an offset site
  due to the restrictions this would place on public use and the ongoing land management obligations
  for Council.
- Accept the lower quality south-western portion of the Bellarine Yellow Gum reserve at 200-220 Great Ocean Road as credited open space subject to boundary confirmation.
- Remove the patch of SRW1 at 200 Great Ocean Road as a conservation reserve and include the patch in the NVPP as vegetation identified for 'practical retention'.
- Not revise the status of the vegetation at 161 and 195 Grossmans Road in the PSP and NVPP
- Amend Appendix G of the PSP to include additional kangaroo management principles as per DELWP's submission.
- Undertake further work to understand climate change impacts on native vegetation across the precinct and determine suitable revegetation species

#### Open space

The Panel was critical of the allocation of open space within the PSP. It stated that Council had not provided any strategic justification for the high level of passive open space and the wide waterway buffers, and had not made it clear how the active open space needs of future residents will be met and funded.

The Panel made the following recommendations in relation to a number of specific open space areas:

- Open space area OS-08 should be relocated to encompass trees 41-47.
- Open space area OS-01 affecting 161, 165 and 195 Grossmans Road should be reviewed and reduced based on a proper assessment of its merit.

At the March 2017 Council meeting, Council resolved to undertake a review of the open space provision in Spring Creek to justify the provision of passive open space within the exhibited PSP, identify unconstrained areas for active use and review site specific technical information to establish the width and alignment of waterway buffers.

A review of the open space provision and creek buffers has been undertaken with assistance from open space planning consultants ROSS Planning. The review has confirmed that the provision of open space as proposed in the exhibited PSP is justified and will result in an outcome that is consistent with open space planning policy guidelines. It is considered that:

- The demand for active recreation (outdoor sports) facilities be met through existing and future active open space reserves outside of the precinct due to the lack of suitable areas within the precinct.
- Passive open space, including parklands and gardens with opportunities for informal and unstructured sporting and recreational activities, be provided within a network of linear open spaces and local parks to ensure access to well-connected green spaces and to maximise walking and cycling opportunities for future residents.
- The overall provision of open space within the precinct should not be reduced and the buffers along Spring Creek should be retained at 75 metres each side measured from the 1 in 10 year flood level.

Further to the review of the extent of native vegetation on the properties at 161, 165 and 195 Grossmans Road, the extent of open space (areas OS-01 and OS-02) affecting the properties was also reviewed. The review has revealed that there is limited justification for the extent of open space on the affected properties having regard to the extent of open space relative to the property size, the impact on the developable area of the land, the siting of existing dwellings, the location and extent of native vegetation, and the catchment area serviced by the open space. It is therefore recommended that OS-01 and OS-02 be reduced in width or deleted altogether. The waterway/drainage corridor of 20m wide each side measured from the 1 in 10 year flood level would protect significant vegetation and provide opportunities for recreation trails.

# Recommendation

- Not accept a reduction in the overall provision of open space within the precinct and retain the buffers along Spring Creek at 75 metres wide each side measured from the 1 in 10 year flood level
- Amend the PSP to:
  - Relocate OS-08 to the north to encompass trees 41-47
  - Reduce or delete OS-01 and OS-02 affecting 161, 165 and 195 Grossmans Road
  - Reconfigure OS-13 to include the south-western portion of the BYG patch as credited open space.

#### **Densities**

The Panel considered that the PSP does not provide for the meaningful delivery of housing diversity, particularly in the southern portion of the precinct. The panel recommended that the overall dwelling density across the precinct be increased from 10 to 12-13 dwellings per hectare by providing more lots of less than 600m<sup>2</sup> within a reasonable walking distance of the Neighbourhood Centre (NAC) and school (Christian College). The Panel accepted that a lower density than the state prescribed standard of 15 dwellings per hectare for growth areas is warranted, however considered a density of 10 dwellings per hectare insufficient.

At the March 2017 Council meeting, Council resolved to explore opportunities to increase the area of 500-600m<sup>2</sup> lots within walking distance of the NAC and school, and to consider the provision of pockets of medium density housing immediately adjacent to the NAC.

It is sound planning and urban design practice to increase housing densities around activity centres, schools, community facilities and open space. Increased densities make it attractive for residents to walk or cycle to these destinations as part of their daily routine and provide greater housing diversity, choice and a mix of people which is important for a healthy and sustainable community where people are able to go through different life stages. Increased housing densities within and surrounding activity centres is also essential to support the viability of businesses, services and facilities within the centre and to encourage the use of public transport.

Having reviewed the opportunities for higher densities in the Spring Creek PSP it is recommended that lots less than 600m<sup>2</sup> be provided in the following walkable catchment areas:

- Within 400m of the Neighbourhood Centre
- Within 200m of the school
- Within 100-200m of Local Convenience Centres (LCCs).

In addition it is recommended that opportunities for medium density lots (lot size less than 500m²) be provided immediately abutting the neighbourhood centre and local convenience centres and that the larger lots along Grossmans Road be replaced with 600-900m² lots.

These changes would increase the number of lots from 1,781 to approximately 2,120 and lift the overall dwelling density from 9.7 to approximately 11.3 dwellings per hectare, which is closer to the Panel's expectations while preserving the overall vision for the precinct of lower than average densities. The PSP as amended will provide for a sensibly balanced range of lot sizes, with lot sizes across the precinct varying from compact medium density and 500-600m² lots within walking distance of the NAC, school and LCCs, to larger 600-900m² lots for the majority of the precinct and 1,500-2,000m² lifestyle lots in sensitive interface areas, including the western boundary and steep land on the north side of Spring Creek.

#### Recommendation

Amend the PSP as follows:

- increase the area of 500-600m<sup>2</sup> lots within 400 metres of the neighbourhood centre, within 200 metres of the school and within 100-200 metres of the local convenience centres.
- provide medium density lots (lot size less than 500m²) immediately abutting the neighbourhood centre and local convenience centres.
- replace the larger lots along Grossmans Road with 600-900m<sup>2</sup> lots.

# **Residential Design Controls**

The Panel supported the application of the Residential Design Controls (RDCs) and their implementation through a Memorandum of Common Provisions (MCP) with any subdivision, but was of the view that a greater level of flexibility was required. It recommended that the controls may be adopted by developers in full or part as either mandatory or discretionary provisions, and may be varied at the discretion of the Responsible Authority.

At the March 2017 Council meeting, Council did not support this recommendation as it would undermine the effectiveness of the controls. Council resolved to maintain the RDCs as mandatory provisions, and to undertake further work to justify the application of the controls.

The RDCs have been reviewed to justify their application and to respond to submissions from landowners/developers regarding the restrictive nature of the controls, in particular the maximum 35% building site coverage which in their view would compromise opportunities for the construction of single storey dwellings on smaller lots and the provision of adequate roof space for solar panels.

In light of Council's drive to encourage sustainable development and the use of solar panels in new housing, an incentive for this provision on the smaller lots for single storey houses was considered appropriate.

In addition, since this amendment was considered in March, the State Government has introduced a sliding scale for "minimum garden area" at ground level for lots in the General Residential Zone. The provision requires between 30 and 35% of the lot in the 500-650 square metre lot size range reserved as "garden area". These provisions have also informed the recommendations below.

It is recommended that the RDCs be amended as follows:

- apply minimum side and rear setbacks to create greater separation between buildings, enhance the
  opportunities for landscaping along fence lines, allow vegetation to visually permeate between built
  forms and to facilitate privacy between upper levels of adjoining lots
- allow a building site coverage of up to 50% where a single storey dwelling is proposed that achieves a minimum 7 star energy rating in combination with the installation of a solar panel system
- introduce minimum garden area provisions to accord with recent State government changes to the residential zones
- amend the retaining wall provisions to allow greater flexibility in the siting and design of retaining walls, while still avoiding excessive cut and fill and landscape scarring
- reduce the front setback for 500-600m<sup>2</sup> lots from 6 metres to 5 metres (minimum 4 metres under ResCode) and reduce the setback from a side street for all lots from 4 metres to 3 metres (minimum 2 metres under ResCode)
- add a maximum 7.5 metre building height, which may be varied by a permit, for consistency with the Urban Growth Zone schedule
- add a requirement for the establishment of a vegetated buffer along western precinct boundary.

The amended controls will provide greater flexibility for the siting and design of dwellings, preserve the opportunity to develop single level dwellings and respond to site orientation and topography while achieving sufficient space on lots to facilitate quality landscape outcomes as per the Community Panel vision for Spring Creek.

It is considered that the RDCs should be maintained as mandatory provisions in order to reduce the administrative burden on Council and ensure implementation of the original objectives.

# Recommendation

- Retain the residential design controls as mandatory controls that must be implemented through Memorandum of Common Provisions.
- Replace Table 2 Residential Design Controls with a new Table 2 Residential Design Controls.

#### **Bushfire management**

The Panel did not make any recommendations in relation to bushfire risk, despite several submitters raising it as an issue. Council committed to preparing a Bushfire Assessment to inform an appropriate design response and mitigation strategies to address potential bushfire risk from the adjacent rural grasslands and vegetated creek corridor.

The assessment identified that the risk of bushfire impact can be reduced to an acceptable level and recommended minimum Bushfire Attack Level (BAL) construction standards and setbacks from classifiable vegetation (i.e. adjoining grasslands and woodland within conservation reserves).

#### Recommendation

Add requirements/guidelines under Section 3.4.3 'Bushfire management' to give effect to the recommendations of the bushfire assessment.

# **Native Vegetation Precinct Plan**

The Panel recommended that Council work with the Department of Environment, Land, Water and Planning (DELWP) to review and refine the NVPP, addressing the following matters:

- the rationale for the retention and removal of native vegetation
- · inclusion of a minimisation strategy
- explanation of the Biodiversity Impact and Offset Requirements (BIOR) report
- minimisation of specific offsets for threatened species
- extending the boundary of the NVPP to include roadside vegetation on perimeter roads in order to streamline approvals for vegetation losses associated with road upgrades and intersection works
- the identification of vegetation for practical retention
- rewording of tree protection zone requirements
- information that explains the difference between specific and general offsets, and the offset requirements for landholders.

At the March 2017 Council meeting, Council resolved to work with DELWP to update and refine the NVPP as per the Panel's recommendations. This work is currently in progress but the NVPP cannot be finalised until the PSP has been approved as the NVPP is dependent on the land budget and other matters in the PSP being adopted.

#### Recommendation

Adopt the NVPP with changes as outlined, to be finalised after the Council meeting and prior to submission of the amendment to the Minister for Planning for approval.

#### **Activity centres**

The Panel considered the provision of activity centres within the precinct and made the following conclusions:

- Early delivery of a full-size Neighbourhood Centre (NAC) with 5,000m<sup>2</sup> of retail floor space and a full-line supermarket by 2021 can be supported and should be considered through a planning permit application with supporting evidence. The Panel did not support Council's position that delivery of the NAC should be staged to avoid negative impacts on the Torquay Town Centre.
- There is scope for a local convenience centre (LCC) in the northern section of the PSP. The location should be identified on Plan 5 through an asterix.
- The Panel supported a request from Parklea to review the Neighbourhood Centre design principles at Appendix B of the PSP.

Council accepted these recommendations at the March 2017 Council meeting.

The PSP and UGZ1 have been amended to reflect the Panel recommendations.

# Recommendation

- Amend the PSP requirements at section 3.2 and the requirements in the UGZ1 to enable consideration of the early delivery of the Neighbourhood Centre subject to a planning permit and supporting economic report.
- Show an asterix on Plan 5 to denote the indicative location of Local Convenience Centres in the northern and southern precincts, with the southern precinct Local Convenience Centre to be restricted to service businesses allowable in the General Residential Zone.
- Insert a table in the PSP describing the indicative size, role and land use mix of the Neighbourhood Centre and Local Convenience Centres.
- Replace the Neighbourhood Centre design principles at Appendix B of the PSP with a rationalised set of guidelines.

# Financial Implications

The cost of preparation of the precinct structure plan and amendment has been funded by 5 landowners within the precinct, who will in return receive a credit for their portion in the development contributions plan.

#### Council Plan

Theme 3 Balancing Growth

Objective 3.3 Strengthen township boundaries and support unique township character Strategy 3.3.2 Encourage in-fill development and direct growth to designated areas

# Policy/Legal Implications

The amendment conforms to the legislative requirements of the Planning and Environment Act 1987.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

There are no demonstrated risks associated with adopting the amendment.

#### Social Considerations

The PSP seeks to create an attractive, liveable, healthy and sustainable neighbourhood and takes into consideration the community infrastructure needs of the future population. The plan shows a neighbourhood activity centre, local community facility and an integrated open space and pathway network.

# Community Engagement

Amendment C114 was publicly exhibited from 26 May until 27 June 2016.

Since the 28 March 2017 Council meeting landowners, developers, community groups and residents have approached Council in several ways, including:

- Lodgement of 86 pro-forma letters made available by SCEG requesting that Council advocate the State government to review the planning provisions for coastal areas, review G21 growth projections for Torquay-Jan Juc, remove Torquay as a growth zone and pursue the introduction of permanent town boundaries.
- Lodgement of a petition with 192 signatures requesting that Council investigate future land use in the area to the west of the PSP and south of Grossmans Road (responded to at the September 2017 Council meeting).
- Officers and Councillors have met with members of the Grossmans Road South Landowners Group to discuss future planning of the area to the west of the PSP and south of Grossmans Road.
- Officers and Councillors have received further submissions from and have had meetings with a number of individual landowners, developers and community representatives to discuss aspects of the PSP.

# **Environmental Implications**

Protection of environmental assets and promotion of sustainable development are key aims of the PSP.

The PSP is informed by detailed biodiversity, arboriculture, aboriginal heritage and land capability assessments. The plan provides for 38 hectares of conservation and waterway/drainage reserves and seeks to retain as many Bellarine Yellow Gums as possible. The Native Vegetation Precinct Plan (NVPP) regulates native vegetation that can be removed and that is to be retained. The PSP encourages environmentally sustainable development and includes kangaroo management principles to manage the existing kangaroo population.

Three major developers (Amex, Parklea and Mack) have registered for the Urban Development Institute's Enviro-Development Programme, which is a nationally recognised independent technical assessment tool that encourages developers to exceed minimum sustainability standards.

This report recommends a new incentive for the provision of solar panels on new housing.

# Communication

Landowners within the PSP area and all submitters to the amendment will be advised in writing of Council's decision.

# **Options**

Option 1 – Adopt Amendment C114 (with or without changes)

This option is recommended by officers as it is considered that there is sufficient strategic justification to adopt the amendment.

#### Option 2 - Defer a decision on Amendment C114

Council may wish to defer a decision on the amendment if it considers further work is required. This option is not recommended by officers as it would further delay finalisation of the PSP, which has included extensive community consultation and research.

# Option 3 – Abandon Amendment C114

Council may abandon the amendment if it does not support it. This option is not recommended by officers as it would undo significant strategic work and there is a risk of intervention by the Minister for Planning given the expectation in the community of an outcome.

#### Conclusion

Having considered the Panel recommendations, all submissions to the amendment and the outcomes of the further work it is recommended that Planning Scheme Amendment C114 be adopted as exhibited subject to changes as outlined in this report and the appendices.

Should Council adopt Amendment C114 and the proposed changes to the PSP as recommended in this report, the necessary changes will be made to the PSP document and plans. The NVPP will also be completed based on the final PSP plans and recommended changes. Upon finalisation of the PSP and NVPP, the Amendment will be submitted to the Minister for Planning for approval.

# APPENDIX 1 SPRING CREEK PRECINCT STRUCTURE PLAN (FINAL)

# **Spring Creek Precinct Structure Plan**

# **FINAL DRAFT FOR ADOPTION**

October 2017

Text version excluding maps



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#### 1.0 INTRODUCTION

Torquay-Jan Juc has experienced significant population growth over the past 10 years and will continue to grow due to its location on the Surf Coast, just 20 minutes south of Geelong and 90 minutes south-west of central Melbourne.

It is important that, in accommodating Torquay-Jan Juc's continuing growth, strategic planning and development celebrates and protects the town's valued coastal character, attractive landscape and enviable lifestyle.

The Spring Creek Precinct Structure Plan (the PSP) has been prepared by Surf Coast Shire Council (Council) with assistance from the Victorian Planning Authority (VPA) and in consultation with government agencies, service authorities and key stakeholders.

The PSP provides the strategic framework to accommodate a proportion of Torquay Jan-Juc's anticipated growth, from 16,941 (2016 Census) to around 30,000 residents by 2036, through the construction of approximately 2,100 dwellings to accommodate close to 5,400 people.

#### 1.1 Role of the Precinct Structure Plan

The PSP is a long-term plan which provides direction for urban development. It describes how the land is expected to be used and developed, and identifies how and where community infrastructure and services are planned to support development.

#### The PSP:

- Guides the delivery of a quality urban environment in accordance with Victorian Government policies and guidelines
- · Enables the transition of non-urban land to urban land
- Sets out the vision for how the land should be developed and the outcomes to be achieved
- Outlines projects required to ensure future residents, visitors and workers within the area are
  provided with timely access to services and transport infrastructure necessary to support a
  sustainable lifestyle
- Seeks the protection and enhancement of identified biodiversity assets in the precinct
- · Seeks the protection of identified heritage values in the precinct
- Sets out objectives, requirements and guidelines for future land use, development and subdivision
- Provides government agencies, Council, service providers, developers, investors and local communities with certainty about future development within the Spring Creek precinct.

#### The PSP is informed by:

- · The State and Local Planning Policy Framework of the Surf Coast Planning Scheme
- Plan Melbourne 2017-2050 (Victorian Government, 2017)
- Precinct Structure Planning Guidelines (Growth Areas Authority 2009, revised 2013)
- G21 Regional Growth Plan (Geelong Region Alliance, 2013)
- Sustainable Futures Plan Torquay Jan Juc 2040 (Surf Coast Shire, 2014)
- Open Space Strategy 2016-2026 (Surf Coast Shire, 2016).

The following planning documents have been developed in parallel with the PSP or referred to, to inform and direct future planning and development in the precinct:

- · Spring Creek Background Report
- Spring Creek Native Vegetation Precinct Plan (NVPP)
- Torquay-Jan Juc Development Contributions Plan (DCP) (this document will be updated and may include the PSP area).

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#### 1.2 How to read this document

The PSP guides land use and development where a planning permit is required under the Urban Growth Zone or another provision in the Surf Coast Planning Scheme that references the PSP.

A planning application and planning permit must implement the outcomes sought by the PSP, as guided by the vision and objectives of the PSP.

Each element of the PSP contains requirements and guidelines as relevant.

Requirements must be adhered to in developing the land. Where they are not demonstrated in a permit application, requirements will usually be included as a condition on a planning permit whether or not they take the same wording as in the PSP. A requirement may reference a plan, table or figure in the PSP.

Guidelines express how discretion will be exercised by the responsible authority in certain matters that require a planning permit. If the responsible authority is satisfied that an application for an alternative to a guideline implements the outcomes, the responsible authority may consider the alternative. A guideline may reference a plan, table or figure in the PSP.

Conditions that must be included in a planning permit are outlined in Schedule 1 to Clause 37.07 Urban Growth Zone (UGZ1) in the Surf Coast Planning Scheme.

Meeting these requirements, guidelines and conditions will implement the outcomes of the PSP.

Development must also comply with other Acts and approvals where relevant e.g. the *Environment Protection and Biodiversity Conservation Act 1999* in the case of biodiversity or the *Aboriginal Heritage Act 2006* in the case of cultural heritage amongst others.

Not every aspect of the use, development or subdivision of land is addressed in this PSP. A responsible authority may manage development and issue permits as relevant under its general discretion.

# 1.3 Land to which this PSP applies

The PSP applies to approximately 245 hectares of land extending generally one kilometre west of Duffields Road. The precinct is bounded by Grossmans Road to the north, Duffields Road to the east, Great Ocean Road to the south and rural land to the west. The precinct is illustrated on Plan 2 of the PSP and on Surf Coast Planning Scheme maps as UGZ1.

# 1.4 Background information

The Spring Creek Background Report provides detailed background information relating to the precinct, including its local and regional context, history, landform and topography, biodiversity, drainage, open space, transport infrastructure and community facilities. The report also summarises various technical studies that have informed the preparation of the PSP.

#### 1.5 Supporting documents

# 1.5.1 Spring Creek Native Vegetation Precinct Plan

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The Spring Creek Native Vegetation Precinct Plan (NVPP) has been prepared concurrently with the PSP to enable native vegetation matters to be considered in a coordinated manner across the precinct, consistent with the requirements of Clause 52.16 of the Surf Coast Planning Scheme. The NVPP identifies:

- Native vegetation which may be removed without a planning permit
- · Native vegetation which cannot be removed without a planning permit
- The offset that must be provided to remove affected native vegetation
- Conditions that must be met in relation to vegetation that is to be protected.

# 1.5.2 Development Contributions Plan

Development proponents within the precinct will be bound by a Development Contributions Plan (DCP). A DCP sets out the requirements for development proponents to make contributions towards infrastructure required to support development, as a separate document to the PSP and also incorporated into the Surf Coast Planning Scheme.

A DCP for the precinct is yet to be prepared. Once complete, a DCP will be implemented through Schedule 3 to Clause 45.06 Development Contributions Plan Overlay (DCPO) in the Surf Coast Planning Scheme. Development proponents in the PSP area seeking to commence works prior to the incorporation of a DCP can enter into an agreement with Surf Coast Shire under section 173 of the *Planning and Environment Act* 1987.

#### 1.6 Monitoring & Review

Council will monitor the implementation of the PSP. The effectiveness of the PSP will be evaluated regularly, at least every five years. The PSP may be revised and updated following the review, which may trigger a review of the DCP and NVPP.

#### 2.0 OUTCOMES

# 2.1 Vision

Spring Creek will be an attractive, liveable and sustainable neighbourhood that integrates with the landscape character of the Spring Creek valley and the established and emerging character of surrounding areas.

Local parks and reserves will be situated along the natural waterway and drainage corridors and will offer diverse recreational opportunities as part of an integrated open space network. Significant biodiversity assets, including stands of Bellarine Yellow Gums, are planned for protection within conservation and open space reserves. Shared paths for walking and cycling will be incorporated into the open space network. Landscaping along the precinct's edge will serve the dual purpose of protecting native vegetation and softening views from external roads.

A range of housing densities will respond to the topography and sensitive interfaces, including the Spring Creek riparian corridor and rural land to the west.

Daily service and convenience needs of residents within and surrounding the precinct will be met by a new neighbourhood centre planned to include a supermarket, specialty shops, cafes and commercial services. A multi-use community centre with associated facilities will support the resident population.

Pedestrian friendly streets will offer safe and convenient connections between the neighbourhood centre, open spaces, community facilities, the non-government school and other external destinations. The street pattern and the dedicated walking and cycling paths create an accessible neighbourhood, where residents have viable transport alternatives.

#### 2.2 Objectives

Development of the Spring Creek PSP area is guided by a set of key objectives.

|                                   | OBJECTIVES   |  |  |  |
|-----------------------------------|--|--|--|--|
| IMAGE,                            | CHARACTER & HOUSING  |  |  |  |
| 01                                | To provide an attractive, liveable, healthy and sustainable urban environment consistent with Torquay-Jan Juc's coastal character.   |  |  |  |
| O2                                | To promote subdivision and building design that responds appropriately to significant landscape elements, existing topography and natural and built features.  |  |  |  |
| О3                                | To protect and reinforce key vistas and vantage points.  |  |  |  |
| 04                                | To provide for a range of residential densities that reduce along sensitive interfaces, including steep land north of Spring Creek and near rural land, and increase within a reasonable walking distance of the neighbourhood centre, non-government school and local convenience centres.  |  |  |  |
| NEIGHB                            | OURHOOD CENTRE, LOCAL CONVENIENCE CENTRES & EMPLOYMENT   |  |  |  |
| O5                                | To provide access to a range of services and facilities that meet the day-to-day needs of the local community through a well-located and designed neighbourhood centre and local convenience centres.  |  |  |  |
| О6                                | To create a vibrant, high amenity, accessible neighbourhood centre with a sense of place, local character and identity and opportunities for community interaction.  |  |  |  |
| OPEN SPACE & COMMUNITY FACILITIES |  |  |  |  |
| 07                                | To support the development of a quality, well connected, accessible and useable public open space network that contributes to the liveability of the precinct, the health and wellbeing of the community and which complements the unique open space opportunities presented by Spring Creek and its tributaries and other environmental assets. |  |  |  |

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| 08  | To provide community facilities to support the existing and new residents.   |  |  |  |  |
|---|--|--|--|--|--|
| BIODIVERSITY, CULTURAL HERITAGE & BUSHFIRE MANAGEMENT   |  |  |  |  |  |
| 09  | To preserve and enhance areas with significant cultural and biodiversity value, including patches of remnant vegetation, roadside vegetation, creek and drainage corridors, and cultural heritage. |  |  |  |  |
| O10   | To maximise the retention of Bellarine Yellow Gums and other significant remnant vegetation through responsive subdivision design and the provision of conservation reserves.                      |  |  |  |  |
| 011   | To protect and integrate the Spring Creek riparian corridor as a significant public use and landscape feature of the region.   |  |  |  |  |
| 012   | To ensure that bushfire hazards are identified and that protection measures are considered in the layout and design of the local street network, subdivisions and buildings and works.             |  |  |  |  |
| TRANSP  | ORT & MOVEMENT   |  |  |  |  |
| O13   | To deliver a permeable movement network of attractive streetscapes which connect residential, community and commercial uses and encourage walking and cycling.                                     |  |  |  |  |
| 014   | To encourage environmentally sustainable urban form and development that incorporates best practice sustainable design principles and techniques.  |  |  |  |  |
| INTEGRA   | INTEGRATED WATER CYCLE MANAGEMENT & UTILITIES  |  |  |  |  |
| To deliver an integrated and resilient water management system that reduces reliance on reticulated potable water, increases the re-use of alternative water, minimises flood risk, ensures waterway health, and contributes towards a sustainable and green urban environment. |  |  |  |  |  |
| INFRASTRUCTURE DELIVERY (& DEVELOPMENT STAGING)   |  |  |  |  |  |
| O16   | To co-ordinate development sequencing and staging with the delivery of key infrastructure.   |  |  |  |  |
|   |  |  |  |  |  |

# 2.3 Summary land use budget

The land budget in Table 1 sets out the amount of land to be allocated for each land use within the precinct, as illustrated on Plan 4.

The Net Developable Area (NDA) is established by deducting the land requirements for community facilities, public and private education facilities, arterial roads and open space (local parks and reserve) from the total precinct area. The NDAR for the precinct is 184.48 hectares which equates to 75 per cent of the PSP area.

The land budget shows that the PSP will yield 2,119 lots with an average density of approximately 11.3 dwellings per net developable hectare.

An average household size of 2.54 persons for conventional density housing (based on Victoria in Future 2015), is used to estimate the future population of the PSP area. On this basis, the future population of the PSP is estimated to be 5,385 residents.

The PSP is also expected to yield 371 permanent jobs for future residents.

A detailed property-specific land use budget is provided at Appendix A.

Table 1 Summary land use budget

| DESCRIPTION                                  | DESCRIPTION SPRING CREEK PSP 1240 |                        |           |
|--|-----------------------------------|------------------------|-----------|
|  | HECTARES                          | % OF TOTAL<br>PRECINCT | % OF NDA  |
| TOTAL PRECINCT AREA (HA)                     | 245.96                            |                        |           |
| TRANSPORT                                    |                                   |                        |           |
| Intersection flaring (DCP land)              | 0.95                              | 0.39%                  | 0.51%     |
| Sub-total transport                          | 0.95                              | 0.4%                   | 0.51%     |
| COMMUNITY & EDUCATION                        |                                   |                        |           |
| Local community facility (DCP land)          | 1.20                              | 0.49%                  | 0.64%     |
| Sub-total community & education              | 1.20                              | 0.5%                   | 0.6%      |
| OPEN SPACE                                   |                                   |                        |           |
| SERVICE OPEN SPACE                           |                                   |                        |           |
| Conservation reserve                         | 9.70                              | 3.94%                  | 5.20%     |
| Waterway and drainage reserve                | 28.06                             | 11.41%                 | 15.04%    |
| Other  | 1.21                              | 0.49%                  | 0.65%     |
| Sub-total Service open space                 | 38.97                             | 15.84%                 | 20.89%    |
| CREDITED OPEN SPACE                          |                                   |                        |           |
| Local network park (via Cl 52.01)            | 18.26                             | 7.4%                   | 9.79%     |
| Sub-total credited open space                | 18.26                             | 7.4%                   | 9.79%     |
| TOTAL ALL OPEN SPACE                         | 57.23                             | 23.3%                  | 30.67%    |
|  |                                   |                        |           |
| NET DEVELOPABLE AREA – RESIDENTIAL (NDAR) Ha | 184.48                            | 75.00%                 |           |
| NET DEVELOPABLE AREA – EMPLOYMENT (NDAE) Ha  | 2.10                              |                        |           |
|  |                                   |                        |           |
| DESCRIPTION                                  | SPRING CREEK PSP 1240             |                        |           |
|  | NDA (Ha)                          | Dwell / NDHa           | Dwellings |
| Residential Density Lot Size 500-600m2       | 10.26                             | 14.50                  | 149       |
| Residential Density Lot Size 600-900m2       | 136.19                            | 10.70                  | 1,457     |
| Residential Density Lot Size 1500-2000m2     | 38.03                             | 4.60                   | 175       |
| TOTAL NET DEVELOPABLE AREA – (NDAR) Ha       | 184.48                            |                        | 1,781     |

NOTE: LAND USE BUDGET TO BE UPDATED FOLLOWING FINALISATION OF FUTURE URBAN STRUCTURE

# 3.0 IMPLEMENTATION

# 3.1 Image, Character & Housing

# 3.1.1 Image & Character

|     | REQUIREMENTS  |
|-----|---|
| R1  | Subdivision, engineering, landscape design and buildings and works must provide a sensitive response to the natural topography and landform and minimise the extent of modification to existing ground levels and the risk of erosion through consideration of:  the location and alignment of roads, trails and paths the orientation and size of lots the location and design of open space.  |
| R2  | Street trees must be provided on both sides of all roads and streets (excluding laneways) at regular intervals appropriate to tree size at maturity and in accordance with the intervals below unless otherwise agreed by the responsible authority:  1 tree per lot frontage 2 trees per sideage for corner lots  Alternatively, street trees may be provided in groups where appropriate to reflect a more natural character.   |
|     | Site specific design responses will be considered where subdivision design accommodates retention of remnant trees in the road reserve, to the satisfaction of the responsible authority.   |
| R3  | Tree planting in streets, civic spaces and the open space network must:  Use species appropriate for the local soil conditions and land capability  Complement the existing native and indigenous landscape of the Precinct, including suitable exotic species where appropriate  Be planted in adequate, modified, improved and non-contaminated soil to support longevity and optimum growth  Be generally consistent with the Surf Coast Indigenous Planting Guide for Urban Coastal Areas 2003 and any guidance provided on the relevant cross section in Appendix D. |
|     | All to the satisfaction of the responsible authority.   |
|     | GUIDELINES  |
| G1  | Street networks should be designed to maximise public views to the open space network, high points, the neighbourhood centre and significant landscape features internal and external to the precinct.  |
| G2  | Public views and vistas should be protected and enhanced through the design of the road network, location of public spaces and siting of buildings.   |
| G3  | Trees not requiring protection under the Spring Creek NVPP, in particular Bellarine Yellow Gums, should be retained within road reserves and public spaces where practical for their landscape and amenity value, and where:  The trees are in good health and condition, as determined by a qualified arborist; and Adequate space can be provided around them from adjoining structures, infrastructure and utilities for long term safe and viable retention, as determined by a qualified arborist.   |
| G4  | Where significant vegetation is retained on private land, lots may be larger than identified on Plan 5 to minimise vegetation removal.  |
| G5  | Street trees should be used consistently across neighbourhoods to enhance local character and amenity, as well as reinforce the movement hierarchy.   |
| G6  | Trees in streets and parks should be larger species wherever space allows, to facilitate continuous canopy cover and increased shade opportunities.   |
| G9  | A consistent suite of lighting and furniture should be used across neighbourhoods, appropriate to the type and role of street or public space, unless otherwise approved by the responsible authority.  |
| G10 | Any vertical retaining structures in public places (with the exception of those that are part of building walls) should be no more than 1 metre in height, unless otherwise agreed by the responsible authority.  |

- G Earthworks, retaining structures and embankments should be designed carefully and sensitively to transition gradually into natural contours.
- G11 Built form should:
  - positively contribute to Torquay-Jan Juc's preferred coastal character
  - provide an attractive street address that encourages passive surveillance and visual interest
  - respond to topographical context and avoid negative visual bulk impacts on ridgelines
  - be compatible with and reflect the natural features of the precinct

# 3.1.2 Housing

|     | REQUIREMENTS   |
|-----|--|
| R4  | Residential subdivisions must deliver a range of lot sizes that:  • Are capable of accommodating a variety of housing sizes and types  • Achieve good solar orientation  • Recognise site specific constraints and opportunities, such as vegetation and topography  |
| R5  | Lots and dwellings must front:  Waterway and drainage reserves  Conservation and open space reserves  Utility easements that are co-located with the open space network  Arterial roads and connector streets.  The siding of lots to waterway and drainage reserves, open space reserves, conservation reserves and primary street frontages must be kept to a minimum.   |
| R6  | Subdivision design must provide for streets separating residential lots from waterway and drainage reserves, conservation reserves, open space reserves and arterial roads.  Where a street frontage is not possible due to slope or other constraints, design and layout options must demonstrate:  The use of a rear laneway for vehicular access with active frontages to public interfaces  A paper road allowing the primary point of access from a footpath or shared path with a minimum width of 1.5 metres along the lot frontage  Avoidance of side or rear fence treatments, or where fencing cannot be avoided, fencing that is low in height and visually permeable  Opportunities for informal passive surveillance to increase public safety  All to the satisfaction of the responsible authority. |
| R7  | Dwellings fronting waterway and drainage reserves, conservation reserves, open space and arterial roads must provide active frontages and engaging edges to facilitate passive surveillance opportunities and positive visual amenity.   |
|     | GUIDELINES   |
| G15 | Dwellings should provide a positive address to abutting community centres and schools.   |
| G16 | Specialised housing forms such as lifestyle communities, retirement living or aged care facilities should be:  located in close proximity to the neighbourhood centre; accessible by public transport, where available; and integrated into the wider urban structure.   |
| G17 | Non-residential uses should only occur in residential areas where:  The use will not detract from the residential amenity of the area  The use has appropriate access to the higher order road network (e.g. connector street)  Preference will be given to locations adjacent to the neighbourhood centre and local convenience centres.  |
| G18 | Greater housing diversity is encouraged within the following walkable catchments:  • 400 metres of the neighbourhood centre  • 200 metres of the non-government school  • 100-200 metres of a local convenience centre   |

| G19 | Lots suitable for the delivery of medium density housing types should be located adjacent to the neighbourhood centre and local convenience centres.   |
|-----|--|
| G20 | Subdivision applications should include indicative concept layouts for any lots identified for the future development of medium density or integrated housing that suitably demonstrate, as appropriate:   |
|     | <ul> <li>Active interfaces with adjacent streets, open space and waterways</li> <li>Safe and effective vehicle and pedestrian access and internal circulation</li> <li>Dwelling types and lot yield</li> <li>Appropriate servicing arrangements</li> </ul> |
| G21 | Development should minimise landscape scarring and avoid the need for excessive cut and fill and retaining walls, to the satisfaction of the responsible authority.  |

# Table 2 Residential design controls

This table constitutes the Residential Design Controls contemplated by Clause 4.0 of Schedule 1 to Clause 37.07 Urban Growth Zone. These controls must inform the Memorandum of Common Provisions required by Clause 4.0 of Schedule 1 to Clause 37.07 Urban Growth Zone, and must be adopted as mandatory provisions in conjunction with an application for subdivision, to the satisfaction of the responsible authority.

|   | CHARACTER AREAS   |  |   |
|---|---|--|---|
|   | VILLAGE RESIDENTIAL   | INTERFACE ZONES  | CONVENTIONAL<br>RESIDENTIAL   |
|   |   |  |   |
| Location  | Land within the following walkable catchments:  • 400 metres of the neighbourhood centre and community facility  • 200 metres of a school  • 100-200 metres of a local convenience centre     | Land within the following interface areas:  Western settlement boundary Spring Creek (northern slopes) | All other residential areas   |
| RDC-1   |   |  |   |
| Dwellings per lot   | Only one dwelling must be constructed on a lot, unless the lot is designated as a multi-<br>dwelling or medium density lot on Pan 3 or on an approved concept plan or plan of<br>subdivision. |  |   |
| RDC-2   |   |  |   |
| Lot size  | Minimum: 500 sqm<br>Minimum average: 520 sqm  | Minimum: 1,500 sqm   | Minimum: 600 sqm<br>Minimum average: 720 sqm                                    |
| RDC -3  |   |  |   |
| Street setback  | Minimum front setback:  | Minimum front setback:   | Minimum front setback:  |
| As measured from the relevant<br>lot boundary to the closest<br>dwelling wall.  | 5 metres  | 6 metres   | 6 metres  |
| Porches, pergolas and verandas that are less than 3.6 metres high and eaves may encroach not more than 2.5 metres into the setbacks of this standard. | Minimum side setback:<br>3 metres from a side street<br>where the site is on a<br>corner  | Minimum side setback:<br>3 metres from a side street<br>where the site is on a<br>corner               | Minimum side setback: 3 metres from a side street where the site is on a corner |
| RDC-4   |   |  |   |
| Side and rear setbacks  | Minimum setbacks:   | Minimum setbacks   | Minimum setbacks:   |
| As measured from the relevant<br>side or rear lot boundary to the<br>closest dwelling wall.   | Side: 1.5 metres<br>Rear: 3 metres  | From a boundary shared with rural land: 20 metres  | Side: 2 metres<br>Rear: 5 metres  |
| Porches, pergolas and<br>verandas that are less than 3.6<br>metres high, eaves, gutters,<br>fascias, sunblinds and                                    | A new wall must not be located on a side or rear  | From a rear boundary<br>shared with public open<br>space: 20 metres                                    | A new wall must not be located on a side or rear                                |

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|   | CHARACTER AREAS   |   |  |  |
|---|---|---|--|--|
|   | VILLAGE RESIDENTIAL   | INTERFACE ZONES   | CONVENTIONAL<br>RESIDENTIAL  |  |
| domestic services normal to a dwelling may encroach not more than 0.5 metres into the setbacks of this standard.              | boundary. Garages/carports may be constructed to one boundary of an allotment.  | From a side boundary shared with public open space: 9 metres  No building other than a fence may be constructed | boundary.  |  |
| PDC 5   |   | within these setbacks.  |  |  |
| RDC-5 Site coverage   | The area of a lot covered by buildings must not exceed 35 per cent, or 50 per cent for a single storey dwelling that achieves a minimum 7 star energy rating in accordance with the Nationwide House Energy Rating Scheme (NatHERS) and a 2.5kW (minimum) photovoltaic system is installed.   | None specified  | The area of a lot covered by buildings must not exceed 35 per cent, or 50 per cent for a single storey dwelling that achieves a minimum 7 star energy rating in accordance with the Nationwide House Energy Rating Scheme (NatHERS) and a 2.5kW (minimum) photovoltaic system is installed.                            |  |
| RDC-6   |   |   |  |  |
| Garden area* and<br>significant trees   | Minimum garden area:<br>30 per cent   | None specified  | Minimum garden area:<br>35 per cent  |  |
| * As defined at Clause 72 of<br>the Surf Coast Planning<br>Scheme, but excludes decks,<br>swimming pools and tennis<br>courts | All lots: A group of canopy trees must be planted on each lot, with at least two in the front building setback area. Sites, including the front, side and rear building setback areas, must be landscaped in a manner that places buildings in a vegetated landscape setting.   |   |  |  |
|   |   |   |  |  |
| RDC-7   |   |   |  |  |
| Garage setbacks and frontage (including carports)   | forward of the front wall of the Garage frontage:   | set back from the street at least<br>dwelling.<br>ront of a lot must occupy no mo                               |  |  |
| Garage setbacks and frontage (including   | A garage or carport must be so forward of the front wall of the Garage frontage: Garage openings facing the fi  | dwelling.   |  |  |
| Garage setbacks and frontage (including carports)   | A garage or carport must be a forward of the front wall of the Garage frontage: Garage openings facing the fixed width of the lot frontage.   | ont of a lot must occupy no mowidth of 3 metres at the proper   | ore than 40 per cent of the  |  |
| Garage setbacks and frontage (including carports)  RDC-8  Driveways and   | A garage or carport must be a forward of the front wall of the Garage frontage: Garage openings facing the fixed width of the lot frontage.  Driveways must not exceed a  | ont of a lot must occupy no mowidth of 3 metres at the proper   | ore than 40 per cent of the  |  |
| Garage setbacks and frontage (including carports)  RDC-8  Driveways and crossovers  | A garage or carport must be a forward of the front wall of the Garage frontage: Garage openings facing the fixed width of the lot frontage.  Driveways must not exceed a vehicle crossover per lot is perfectly better the problem of the fixed public open space.  Prohibited except where required on a side boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no more than one metre in | ont of a lot must occupy no mowidth of 3 metres at the proper   | Prohibited except where required on a side boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no more than one metre in                            |  |
| RDC-8 Driveways and crossovers RDC-9 Front fencing and gates Defined as fencing between the front dwelling wall and the       | A garage or carport must be a forward of the front wall of the Garage frontage: Garage openings facing the fixed width of the lot frontage.  Driveways must not exceed a vehicle crossover per lot is perfectly better the problem of the fixed boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no   | width of 3 metres at the proper smitted.  Prohibited other than post and wire or rural style fencing not        | Prohibited except where required on a side boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no   |  |
| RDC-8 Driveways and crossovers RDC-9 Front fencing and gates Defined as fencing between the front dwelling wall and the       | A garage or carport must be a forward of the front wall of the Garage frontage: Garage openings facing the fwidth of the lot frontage.  Driveways must not exceed a vehicle crossover per lot is perfectly be a side boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no more than one metre in height and at least 75 per  | width of 3 metres at the proper smitted.  Prohibited other than post and wire or rural style fencing not        | Prohibited except where required on a side boundary abutting public open space.  Where a dwelling on a corner lot abuts public open space (including pedestrian links) the shared side boundary fencing that is forward of the front wall of the dwelling must be no more than one metre in height and at least 75 per |  |

|  | CHARACTER AREAS  |  |                             |  |
|--|--|--|-----------------------------|--|
|  | VILLAGE RESIDENTIAL  | INTERFACE ZONES  | CONVENTIONAL<br>RESIDENTIAL |  |
| open space Defined as fencing behind the front dwelling wall and that faces or adjoins a public reserve or public open space.  | permeable  | in height and must be of<br>post and wire or rural style<br>fencing                    | permeable                   |  |
| RDC-11   |  |  |                             |  |
| Building height  | The maximum building height  | must not exceed 7.5 metres w   | ithout a planning permit.   |  |
| RDC-12   |  |  |                             |  |
| Materials and finishes   | The recommendation of the state | l finishes should be muted and with the surrounding natural lar                        |                             |  |
| RDC-13   |  |  |                             |  |
| Retaining structures   | The extent of cut and fill should be minimised to avoid excessive landscape scarring and to reduce the need for extensive retaining walls.  Changes in level should be incorporated within the footprint of the building rather than at the site boundaries.  Changes in level outside the building footprint should be limited to 1.5 metres in height and landscaped to mitigate visual impacts where adjoining or visible from a street or public space.  Buildings should be designed to suit the site rather than the site modified to suit the building.  Buildings should be designed to follow land contours and step down the slope.  |  |                             |  |
|  | RDC-14   |  |                             |  |
| Lots abutting land within the Farming Zone:  A 10 metre wide vegetation buffer must be established and maintained along to boundary of lots abutting rural land. The buffer must comprise of a mixture of to shrubs and must be planted at a density and in a configuration that achieves a visual screen upon maturity. Species should be indigenous and low bushfire right A minimum 1.8 metre high child and dog proof fence must be erected on the effect the vegetation buffer. |  | e of a mixture of trees and<br>on that achieves an effective<br>and low bushfire risk. |                             |  |

Figure 1 Western boundary interface treatment

#### Western boundary interface



# 3.2 Neighbourhood Centre, Local Convenience Centres & Employment

The Spring Creek PSP provides a Neighbourhood Centre and up to two Local Convenience Centres to support the convenience and service needs of the Spring Creek and wider communities whilst recognising the primacy of the Torquay Major Activity Centre in central Torquay.

Early delivery of essential services will provide important economic support for the locale while longer term expansion will allow the neighbourhood centre to grow with the Spring Creek community. The centre will offer a hub for social interaction that is currently lacking in the immediate area.

|     | REQUIREMENTS  |
|-----|---|
| R8  | A concept plan for the neighbourhood centre must be prepared for approval by the responsible authority. The concept plan must respond to Table 3 and the principles and guidelines outlined in Appendix B and Appendix F to the satisfaction of the responsible authority. The plan must also address the following:  • Any relevant design guidelines prepared by the Victorian Government and/or Surf Coast Shire |
|     | Council as appropriate, with consideration to the context, scale and topography of the neighbourhood centre  Provision of a range of compatible retail, commercial, residential and community uses  |
|     | Staging (if relevant) and indicative timing of the development     If appropriate, incorporation of public transport services into the design of the centre     Opportunities for medium or higher density housing and/or specialised accommodation such as   |
|     | <ul> <li>serviced apartments, aged care or retirement living within and surrounding the centre</li> <li>Provision for car parking including the location and design of car parking areas</li> <li>Provision of service areas for deliveries and waste disposal, including access for larger vehicles</li> </ul>   |
|     | <ul> <li>and measures to minimise impacts on adjoining areas</li> <li>Interim management of any land required for longer term expansion (if relevant having regard to any staging and timing of development) so that the land is not kept in an unattractive or neglected state for long periods</li> <li>An overall landscape concept</li> </ul>   |
|     | All to the satisfaction of the responsible authority.   |
| R9  | Subdivision, use and development of land within the neighbourhood centre must be generally in accordance with an approved concept plan and any relevant planning and design guidelines approved by the responsible authority.   |
| R10 | The neighbourhood centre must be located as illustrated on Plan 5 or by reference to an approved Concept Plan pursuant to Clause 2.0 of Schedule 1 to Clause 37.07 Urban Growth Zone, unless otherwise agreed by the responsible authority.   |
| R   | Retail floor space within the neighbourhood centre must not exceed 5,000 square metres without a planning permit. Where retail floorspace in excess of 3,000 square metres is proposed to be delivered prior to 2030, an economic assessment must be provided with an application that addresses the following matters:   |
|     | The local catchment demand for the proposed increase of retail floorspace; and The economic effects on existing activity centres within Torquay-Jan Juc, in particular the Torquay Town Centre.   |
| R11 | Development within the neighbourhood centre and local convenience centres must consider Crime Prevention Through Environmental Design (CPTED) and Universal Access (all ages and all abilities) principles.   |
|     | GUIDELINES  |
| G20 | Local convenience centres should be developed in the locations shown on Plan 5 and in accordance with the guidance provided in Table 3, or in other locations directly addressing a connector street to the satisfaction of the responsible authority.  |
| G20 | The design and siting of local convenience centres should:  have regard to natural or cultural landscape features, waterways, open space, pedestrian and cycle links and abutting residential development  co-locate with other community facilities where possible  provide for a range of uses which are appropriate to the local convenience centre location and   |

|     | the catchment that it serves   |
|-----|--|
|     | ensure easy, direct and safe access by all modes of transport, with priority given to pedestrian |
|     | movement   |
|     | create a sense of place with high quality engaging urban design                                  |
|     | <ul> <li>provide active building frontages that address the adjoining street network</li> </ul>  |
|     | provide car parking and service and loading areas that manage amenity impacts on                 |
|     | surrounding residential areas and open space.  |
| G21 | The height of buildings in the neighbourhood centre and local convenience centres should not     |
|     | exceed 9 metres above natural ground level.  |

Table 3A Activity centre hierarchy

| CENTRE                               | LOCATION, FUNCTION AND BUSINESS / LAND USE MIX  |
|--------------------------------------|---|
| Neighbourhood Centre                 | Located in the southern portion of the precinct near Duffields Road to cater for the daily and weekly convenience shopping and local service needs of residents in the precinct and adjoining neighbourhoods, including Jan Juc. Indicative retail floor space up to 5,000m², comprising a full-line supermarket and a variety of speciality retail. Non-retail / office provision up to 2,100m². Provision of a mix of retail, business, recreation and community services and facilities, including a supermarket, shops, cafes, restaurants, offices, medical, health, childcare, leisure and entertainment uses. A small public north-facing town square fronted by retail and active frontages. It will function as the heart of the centre, providing a space for relaxation, community interaction and events. Opportunities for appropriately designed and sited medium or higher density residential development and specialised accommodation (e.g. aged care). |
| Northern Local Convenience<br>Centre | <ul> <li>Small local centre located in the northern portion of the precinct to provide for the basic convenience needs of residents within a local catchment.</li> <li>Opportunity to allow for up to 400m² of retail and commercial floor space, including a convenience shop, café, small offices and other local services.</li> </ul>  |
| Southern Local<br>Convenience Centre | Small local service centre in the southern portion of the precinct adjacent to the non-government school.     Provision of community services such as medical centre or childcare.     May include a café.  |

Table 3B Anticipated employment creation in the precinct

| LAND USE            | MEASURE       | JOBS | QTY IN PRECINCT | ESTIMATED JOBS |
|---------------------|---------------|------|-----------------|----------------|
| Community centre    | Jobs/centre   | 10   | 1               | 10             |
| Retail              | Jobs/30 sq m  | 1    | 5,000 sq m      | 167            |
| Office/commercial   | Jobs/20 sq m  | 1    | 2,100 sq m      | 105            |
| Home-based business | Jobs/dwelling | 0.05 | 1,781 dwellings | 89             |
| TOTAL               |               |      | 371             |                |

# 3.3 Open Space & Community Facilities

# 3.3.1 Open Space

Plan 6 and Table 4 identify the location and classification of all public open space (Parklands and gardens and Linear open spaces and trails) to be provided within the Spring Creek PSP area. Further guidance on embellishment requirements for each park type is provided in Appendix C.

Parklands and gardens and Linear open spaces and trails have been located along waterways and conservation reserves where possible to create a comprehensively connected network that responds to the local context and natural features of the precinct. The open space network seeks to provide open space within walking distance of as many residents as possible.

Formal active open space (sporting facilities) will not be provided within the Spring PSP area due to the difficulty in providing such facilities on sloping land. Residents will have access to nearby existing and future facilities

#### **PECHIPEMENTS**

R15 Further to the public open space contribution required by Clause 52.01 of the Surf Coast Planning Scheme, this provision sets out the amount of land to be contributed by each property in the

precinct and consequently where cash contribution is required in lieu of land.

For the purposes of Clause 52.01, a linear open space and trails or parkland and garden in the PSP is public open space

All owners must provide a public open space contribution equal to 10 per cent of the net developable area (NDA) upon subdivision of land in accordance with the following:

- Where land on the lot is required for unencumbered public open space purposes as illustrated
  on Plan 6 and specified in Appendix A is equal to 10 per cent of the lot's NDA that land is to be
  transferred to Council at no cost
- Where no land or land on the lot less than 10 per cent of NDA is required for unencumbered
  public open space purposes as illustrated on Plan 6 and specified in Appendix A, a cash
  contribution is to be made to Council to bring the lot's total public open space contribution to a
  value equal to 10 per cent of NDA
- Where land on the lot is required for unencumbered public open space purposes as illustrated
  on Plan 6 and specified in Appendix A is more than 10 per cent of the lot's NDA, Council may
  pay an amount equivalent to the value of the additional land being provided by that proposed
  development.

Refer to the Appendix A for detailed individual property open space land areas and percentages specified by the PSP.

The responsible authority may alter the distribution of public open space as shown on Plan 6 provided the relevant vision and objectives of the document are met. A subdivider may provide additional public open space in a subdivision to the satisfaction of the responsible authority. There is no onus on the responsible authority or any other party to provide compensation for public open space provided above that required by Clause 52.01 and this PSP.

The value of land for equalisation purposes is to be assessed as an equivalent proportion of the value of the whole land, in accordance with Section 18 of the Subdivision Act 1988.

- R16 All public open space must be designed, constructed and managed to:
  - · Respond to the existing topography
  - Comply with universal access principles, where practical
  - Respond to any relevant masterplan
  - Suit local climate and soil conditions
  - Be consistent with any local street tree or open space strategies
  - Minimise water requirements
  - Facilitate the conservation of areas of significant vegetation, fauna habitat and Aboriginal cultural heritage
  - Limit bushfire risk

All to the satisfaction of the responsible authority.

- Where a local park spans across multiple properties, the first development proponent to lodge a subdivision application that contains the park must prepare a master plan for the entire park in consultation with the landowners of parcels covered by the park to the satisfaction of the responsible authority or unless otherwise agreed by the responsible authority.
- R18 Waterway and drainage reserves must be integrated into the open space system.
- R20 Fencing of open space (other than conservation reserves), where required, must:
  - be low scale (maximum 1.2 metres in height)
  - be visually permeable to facilitate public safety and surveillance
  - include gates as required at key access points

be designed to guide appropriate movement and access be constructed using materials that complement that open space setting All to the satisfaction of the responsible authority. **GUIDELINES** G20 Open space should be the focal point for neighbourhoods and each should have a distinct character and provide a sense of place G21 The size, shape and design of open space should facilitate a range of structured and unstructured recreational activities and play opportunities for all ages and abilities suitable to its classification in Appendix C. **G22** Existing vegetation should be protected and enhanced through open space networks to manage habitat and movement corridors for wildlife and provide opportunities for shade and shelter. **G23** Planting within and adjacent to waterway and drainage reserves, wetlands, retarding basins and conservation reserves should use locally indigenous species G24 Crime Prevention Through Environmental Design (CPTED) principles should guide the design of open spaces and associated infrastructure. All public open space should be located, designed and developed generally in accordance with G25 Plan 6 and the guidance provided in Table 4 and Appendix C, unless otherwise agreed by the responsible authority. The shape and area of open space reserves (linear open space and trails and parklands and gardens) may vary so long as it remains within the guidance for the relevant type of park. Where a proposed park is smaller than that outlined in the table, the land must be added to another park. Where a proposed park is larger than outlined in the table it may be accepted so long as it does not result in the removal of another park allocation. No credits will be provided for the area that is in excess of the size specified in Table 4. G The design and layout of waterway and drainage reserves, wetlands, retarding basins and other encumbered land should maximise the potential for the integration of passive and/or informal active recreation uses, particularly where such land abuts local parks and where this does not conflict with the primary function of the land, to the satisfaction of the responsible authority and any other relevant authority G Water Sensitive Urban Design (WSUD) principles should be used so that excess run-off water from within, or where appropriate, external to the park, is directed to support park planting and / or rain gardens rather than being diverted to drains, to the satisfaction of the responsible authority. Any WSUD must complement the open space function or aesthetic of the park. G Materials for park infrastructure should complement the proposed landscape and environmental character of the precinct. They should incorporate natural materials and utilise muted tones, colours and finishes that are non-reflective.

Table 4 Open space delivery guide

| OPEN<br>SPACE<br>ID | AREA<br>(HA) | TYPE                         | LOCATION AND OTHER<br>ATTRIBUTES         | MANAGEMENT<br>RESPONSIBILITY |
|---------------------|--------------|------------------------------|--|------------------------------|
| OS-01               | 0.89         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-02               | 0.15         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-03               | 0.43         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-04               | 1.67         | Parklands and gardens        | Local park                               | Surf Coast Shire             |
| OS-05               | 0.31         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-06               | 1.02         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-07               | 0.45         | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire             |
| OS-08               | 0.68         | Parklands and gardens        | Local park                               | Surf Coast Shire             |
| OS-09               | 0.96         | Linear open space and trails | Linear neighbourhood and landscape       | Surf Coast Shire             |

|       |      |                              | links                                    |                  |
|-------|------|------------------------------|--|------------------|
| OS-10 | 3.35 | Parklands and gardens        | District/Precinct park                   | Surf Coast Shire |
| OS-11 | 0.81 | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire |
| OS-12 | 2.73 | Parklands and gardens        | District/Precinct park                   | Surf Coast Shire |
| OS-13 | 0.76 | Parklands and gardens        | Local park                               | Surf Coast Shire |
| OS-14 | 2.24 | Linear open space and trails | Linear neighbourhood and landscape links | Surf Coast Shire |
| OS-15 | 0.20 | Parklands and gardens        | Local park                               | Surf Coast Shire |

# 3.3.2 Community & education facilities

|     | REQUIREMENTS  |
|-----|---|
| R21 | Schools and community centres must be designed to front and be directly accessed from a public street with off-street car parks located away from the main building entry.  |
| R22 | Community and education facilities must have safe and convenient access for pedestrians and cyclists.   |
|     | GUIDELINES  |
| G27 | Community facilities should be planned and designed to have the flexibility and capacity to meet the changing needs of the community and provide for a range of community uses.   |
| G28 | Community facilities should be co-located and where possible integrated with the neighbourhood centre and local convenience centres as appropriate.   |
| G29 | Community facilities, schools and active recreation reserves that are co-located should be designed to maximise efficiency of land through the sharing of car parking and other complementary infrastructure.   |
| G30 | School sites should be provided with three street frontages, where practicable.   |
| G31 | Private childcare, medical or similar facilities should be located within or proximate to the neighbourhood centre or a local convenience centre.   |
| G32 | The location of key entries to community facilities should allow for safe and convenient pedestrian and cyclist access for all ages and abilities.  |
| G   | Where the responsible authority is satisfied that land shown as a local community facility on Plan 3 is unlikely to be used for that purpose, that land may be used for an alternative purpose which is generally consistent with the surrounding land uses and the provisions of the applied zone. |

# 3.4 Biodiversity, Cultural Heritage & Bushfire Management

# 3.4.1 Biodiversity

The Spring Creek PSP area contains areas of significant vegetation including remnant patches and roadside vegetation, as well as individual trees scattered across the landscape. The prevalence of Bellarine Yellow Gums (Eucalyptus *leucoxylon subsp. bellarinensis*) across the precinct is a significant feature.

Conservation reserves are identified on Plan 6. These reserves have been located where vegetation has been prioritised for retention and have been located to integrate with the broader open space network where possible. Conservation reserves are treated as encumbered land in the Spring Creek PSP.

|     | REQUIREMENTS  |
|-----|---|
| R23 | Native vegetation shown as 'native vegetation to be retained' in the Spring Creek Native Vegetation Precinct Plan must be retained, unless a permit is granted for its removal. |
| R24 | Planting of conservation reserves and waterways must be with indigenous species of local  |

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|     | provenance that support the enhancement of the relevant Ecological Vegetation Class (EVC).   |
|-----|--|
| R25 | Buffer zones on each side of Spring Creek must achieve a minimum width of 75 metres measured from the 1 in 10 year flood level.  |
| R   | Any public paths or infrastructure located within a conservation area must be designed to avoid/minimise disturbance to vegetation.  |
| R   | Public lighting must be designed and baffled to prevent light spill and glare within and adjacent to any conservation area.  |
|     | GUIDELINES   |
| G33 | Subdivision and development should maximise the retention and protection of vegetation not requiring protection under the Spring Creek NVPP, including remnant patches, scattered trees (in particular Bellarine Yellow Gums) and shelter belts that provide habitat and foraging for native fauna (in particular arboreal animals and birds), within open space and road reserves where practical and following assessment of the vegetation's health and retention value by a qualified arborist.  |
| G35 | Open space areas should be co-located with conservation reserves and waterways to create and/or enhance any buffer area. Any open space areas integrated with conservation areas must not detract from the environmental values of the conservation reserve.   |
| G36 | Buffer zones along waterways should achieve a minimum width of:  50 metres on each side of the northern tributaries, measured from the 1 in 10 year flood level  20 metres, measured from the centreline, on each side of other waterways illustrated on Plan 6.  The widths of buffers may only be varied having regard to environmental assets, topography and slope, flood extent, cultural heritage and space required to accommodate drainage assets, public open space and pathways/trails to the satisfaction of the responsible authority.   |
| G37 | The environmental qualities of waterway and drainage reserves should be enhanced through appropriate restoration and rehabilitation works including revegetation, weed removal, pest animal control, and erosion and sediment control, amongst others. Revegetation must use indigenous vegetation based on the species composition of the relevant Ecological Vegetation Class and should be complementary to any specific biodiversity management objectives. Waterway rehabilitation, protection and construction guidelines and strategies provided by the catchment management authority should be used to guide waterway revegetation and restoration works, unless otherwise agreed by the catchment management authority or responsible authority. |
| G38 | Fencing of conservation reserves, where required, should be low scale, have a maximum height of one metre and be 200 millimetres clear from ground level to facilitate the movement of wildlife to the satisfaction of the responsible authority.  |
| G39 | Design of fencing around conservation reserves should be timber post with timber beams, wire or chain to the satisfaction of the responsible authority.  |
| G   | Tree Protection Zones (TPZ) should be established and maintained around trees to be retained as per Australian Standard AS 4970-2009 – Protection of trees on development sites or as otherwise agreed by the responsible authority.   |

# 3.4.2 Cultural Heritage

|     | GUIDELINES   |
|-----|--|
| G40 | Sites of Aboriginal Cultural heritage should be incorporated into the open space network to the satisfaction of the responsible authority in consultation with the Registered Aboriginal Party, and in accordance with any approved or future Cultural Heritage Management Plan. |

# 3.4.3 Bushfire Management

|     | REQUIREMENTS   |
|-----|--|
| R26 | Before the commencement of works for any stage of subdivision a site management plan that addresses bushfire risk during, and where necessary, after construction must be submitted to and approved by the CFA and responsible authority. The plan must specify, amongst other things: |

|     | <ul> <li>The staging of development and the likely bushfire risks at each stage</li> <li>An area of land between the development edge and non-urban areas consistent with the separation distances specified in AS3959-2009, where bushfire risk is managed</li> <li>The measures to be undertaken by the developer to reduce the risk from fire within any surrounding rural or undeveloped landscape and protect residents and property from the threat of fire</li> <li>How adequate opportunities for access and egress will be provided for early residents, construction workers and emergency vehicles</li> <li>The reticulated fire hydrant service plan, with calculated pressure and flows available during peak demand.</li> <li>The plan must be carried out to the satisfaction of the responsible authority.</li> <li>For the purposes of Clause 56.06-7, the requirements of the relevant fire authority, unless</li> </ul> |
|-----|--|
| R27 | otherwise approved by the CFA, are:  Constructed roads must be a minimum of 7.3 metres trafficable width where cars park on both   |
|     | <ul> <li>sides, or: <ul> <li>A minimum of 5.4 metres in trafficable width where cars may park on one side only</li> <li>A minimum of 3.5 metres in trafficable width with no parking and 0.5 metres clearance to structures on either side, and if this width applies, there must be passing bays at least 20 metres long, 6 metres wide, and located not more than 200 metres apart</li> </ul> </li> <li>Roads must be constructed so that they are capable of accommodating a vehicle of 15 tonnes for the trafficable road width</li> <li>The average grade of a road must be no more than 1 in 7 (14.4 per cent or 8.1 degrees)</li> <li>The steepest grade on a road must be no more than 1 in 5 (20 per cent or 11.3 degrees) with this grade continuing for no more than 50 metres at any one point</li> <li>Dips in a road must have no more than a 1 in 8 grade (12.5 per cent or 7.1 degrees) entry and exit angle</li> </ul>    |
|     | Constructed dead end roads more than 60 metres in length from the nearest intersection must have a turning circle with a minimum radius of 8 metres (including roll-over curbs if they are provided).  |
| R   | Any subdivision abutting an identified fire threat edge must be designed to minimise the impact of potential bushfires, including:  The provision of appropriate development setbacks from the potential sources of threat   |
|     | Building guidelines     As informed by a Bushfire Management Assessment, to the satisfaction of the responsible authority and the CFA.   |
| R   | Any buffer established to minimise fire threat must be functional and be able to be managed appropriately and cost effectively, to the satisfaction of the responsible authority and the CFA.  |
|     | GUIDELINES   |
| G   | Subdivision design should aim to ensure maximum BAL-19, and preferably BAL-12.5, construction standards for future dwellings along with commensurate setbacks from classifiable vegetation.  |
| G   | Subdivision design should ensure that future re-vegetation or natural restoration of the vegetation within open space areas, reserves or streetscapes does not compromise the BAL setbacks and any other planned bushfire mitigation measures.   |
|     |  |

# 3.5 Transport & Movement

# 3.5.1 Road Network

|     | REQUIREMENTS  |
|-----|---|
| R28 | Subdivision layouts must provide:   |
|     | A permeable, low speed local street network   |
|     | Safe and convenient pedestrian, cyclist and vehicle access to open space and points of interest and destinations  |
|     | Integration with neighbouring properties.   |
| R29 | Vehicle access to lots fronting Great Ocean Road and Duffields Road must be provided from a service road, local internal loop road or rear lane, to the satisfaction of the coordinating road |

| Access to Great Ocean Road must be provided only as illustrated on Plan 7 unless otherwise agreed by the coordinating roads authority.  Ball Development must positively address all waterways and open space through the use of frontage roads or paper roads to the satisfaction of the responsible authority.  Budivision layouts must provide convenient and direct access to neighbouring properties where that neighbouring property does not otherwise have access to the road network.  Where a street crosses a waterway and drainage reserve on Plan 7, the development proponent of that land must construct a culvert crossing prior to the issue of statement of compliance for the initial stage of subdivision is contiguous with the waterway, whether or not that opposite residential subdivision is contiguous with the waterway and drainage reserve.  Roundabouts, where required at cross road intersections, must be designed to slow vehicles, provide for pedestrian visibility and safety, and ensure connectivity and continuity of shared paths and bicycle paths.  Road networks and street types must be designed and developed in accordance with the street cross sections in Appendix D, unless otherwise agreed by the coordinating road authority.  Where utilised, alternative street cross sections such as illustrated in Appendix D must ensure that:  Minimum required carriageway dimensions are maintained to ensure safe and efficient operation of emergency wehicles on all streets and buses on connector roads.  The performance characteristics of standard street cross sections, as they relate to pedestrian and cycling use, are maintained.  Connector streets or local access streets abutting schools must be designed to achieve slow vehicle speeds and provide parking bays and designated pedestrian crossing points as required by the coordinating roads authority.  Road Configuration of vehicle access to lots from a public street must ensure there is sufficient separation between vehicle crossovers to allow for a minimum of one on-street car park for |     | authority.   |
|--|-----|--|
| roads or paper roads to the satisfaction of the responsible authority.  Subdivision layouts must provide convenient and direct access to neighbouring properties where that neighbouring property does not otherwise have access to the road network.  R33  Where a street crosses a waterway and drainage reserve on Plan 7, the development proponent of that land must construct a culvert crossing prior to the issue of statement of compliance for the initial stage of subdivision in the opposite side of the waterway, whether or not that opposite residential subdivision is contiguous with the waterway and drainage reserve.  R34  R35  R36  R37  R37  R37  R37  Where valuate a street types must be designed and developed in accordance with the street cross sections in Appendix D, unless otherwise agreed by the coordinating road authority.  R36  Where utilised, alternative street cross sections such as illustrated in Appendix D must ensure that:  • Minimum required carriageway dimensions are maintained to ensure safe and efficient operation of emergency vehicles on all streets and buses on connector roads  • The performance characteristics of standard street cross sections, as they relate to pedestrian and cycling use, are maintained.  R37  Connector streets or local access streets abutting schools must be designed to achieve slow vehicle speeds and provide parking bays and designated pedestrian crossing points as required by the coordinating roads authority.  R38  Configuration of vehicle access to lots from a public street must ensure there is sufficient separation between vehicle crossovers to allow for a minimum of one on-street car park for every two residential lots.  R39  Tree planting along declared arterial roads must accord with applicable policy of the coordinating roads authority and be to the satisfaction of the coordinating roads authority.  R40  Alignment of pathways must achieve Disability Discrimination Act compliance or universal access requirements where practicable.  G41  Street network design should conside | R30 | ' '  |
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| 041  | G46 |  |
|  | G47 | '  |

# 3.5.2 Walking & Cycling

|     | REQUIREMENTS  |
|-----|---|
| R41 | The pedestrian and cyclist network must be connected and continuous, providing safe, accessible and convenient pathways and key destinations. |
| R42 | The pedestrian and bicycle bridge across Spring Creek must be provided as shown on Plan 7   |

|     | unless otherwise agreed by the catchment management authority and responsible authority.  |  |  |  |
|-----|---|--|--|--|
| R43 | Shared paths must be provided on both sides of Spring Creek, connecting with existing or proposed shared paths to the east of Duffields Road.   |  |  |  |
| R44 | Where a pedestrian and cyclist network crosses a waterway and drainage reserve on Plan 7 the developer(s) must construct a pedestrian and cyclist bridge prior to the issue of statement of compliance for the first stage of residential subdivision on the second side of the waterway to be developed, whether or not that residential subdivision on the second side is contiguous with the waterway.   |  |  |  |
| R45 | Alignment of the off-road bicycle path must be designed for cyclists to travel up to 30 kilometres per hour to the satisfaction of the responsible authority.   |  |  |  |
| R46 | Design of all streets and arterial roads must give priority to the requirements of pedestrians and cyclists by providing:   |  |  |  |
|     | <ul> <li>Footpaths at least 1.5 metres wide on both sides of all streets and roads, unless otherwise specified by the PSP or approved by the responsible authority</li> <li>Shared paths or bicycle paths where shown on Plan 7, must be a minimum of three metres in width unless otherwise specified by the coordinating roads authority</li> <li>Safe and convenient crossing points of connector street and local access streets at all intersections, key desire lines and locations of high activity (e.g. neighbourhood centre, local convenience centres, schools and open space)</li> <li>Pedestrian priority crossings on all slip lanes</li> </ul> |  |  |  |
|     | Safe and convenient transition between on- and off-road bicycle networks.   |  |  |  |
|     | All to the satisfaction of the coordinating roads authority and the responsible authority.  |  |  |  |
| R47 | Shared, pedestrian and bicycle paths along waterway and drainage reserves must be:  Delivered by development proponents consistent with the network shown on Plan 7  Above 1 in 10 year flood level and a crossing of the waterway designed to be above 1 in 100 year flood level to maintain hydraulic function of the waterway  Constructed of concrete or to a standard that satisfies the requirements of the responsible authority.  |  |  |  |
|     | All to the satisfaction of the responsible authority.   |  |  |  |
| R48 | Bicycle parking facilities must be provided by development proponents in convenient locations at key destinations such as the neighbourhood centre, local convenience centres, community centre and open space (linear open spaces and trails and parklands and gardens).   |  |  |  |
|     | GUIDELINES  |  |  |  |
| G48 | Location of pedestrian and bicycle paths should provide opportunities for passive surveillance.   |  |  |  |
| G49 | Lighting should be installed along shared, pedestrian and bicycle paths linking areas of high pedestrian activity, unless otherwise approved by the responsible authority.  |  |  |  |
|     |   |  |  |  |

# 3.5.3 Public Transport

|     | REQUIREMENTS  |
|-----|---|
| R49 | A new road nominated on Plan 7 as a bus capable road must be constructed (including partial construction where relevant) in accordance with the corresponding street cross section in the PSP, unless otherwise agreed by Public Transport Victoria or the coordinating road authority. |
| R50 | Any roundabouts on roads shown as 'bus capable' on Plan 7 must be constructed to accommodate ultra-low-floor buses in accordance with the <i>Public Transport Guidelines for Land Use and Development</i> .   |
| R51 | Bus stop facilities must be designed to interface with the neighbourhood centre and other activity generating land uses such as schools and community centres.  |

# 3.6 Integrated Water Cycle Management & Utilities

# 3.6.1 Integrated Water Cycle Management

Spring Creek Precinct Structure Plan - October 2017

#### Note on Plan 8:

The size and location of drainage assets shown on the plan are indicative only and can be amended at the subdivision design stage subject to approval by the catchment management authority and responsible authority.

|     | REQUIREMENTS   |
|-----|--|
| R53 | Stormwater runoff from the development must meet or exceed CSIRO Best Practice Environmental Management Guidelines for Urban Stormwater (or applicable standard at the time of development) prior to discharge to receiving waterways, unless otherwise approved by the catchment management authority and the responsible authority.  |
| R54 | Where works are proposed within waterway and drainage reserves for stormwater retardation and treatment facilities, works must:  Minimise negative impacts on the natural function of the waterway  Not adversely impact on areas identified as conservation reserves  Minimise earthworks and impact on existing landform of the waterway  Be in general accordance with the Spring Creek NVPP  Provide revegetation with locally indigenous vegetation based on the species composition of the relevant Ecological Vegetation Class.   |
| R55 | Final methodology, design and boundary of waterway corridors and drainage assets, including retarding basins, stormwater quality treatment infrastructure and associated paths, boardwalks, bridges and planting is to be agreed at the time of making an application for subdivision to the satisfaction of the responsible authority and the catchment management authority where required.  |
| R56 | Development staging must provide for the delivery of ultimate waterway and drainage infrastructure, including stormwater quality treatment. Where this is not possible, development proposals must demonstrate how any interim solution adequately manages and treats stormwater generated from the development and how this will enable delivery of an ultimate drainage solution, all to the satisfaction of the catchment management authority and the responsible authority. Any temporary outfalls reliant on adjacent land holdings will not be considered unless the applicant obtains prior written approval from the adjacent land owner to utilise the land for drainage purposes. Maintenance of any approved temporary outfalls by Council shall be the sole responsibility of the developer and have an agreement in place with the relevant authority. |
|     | GUIDELINES   |
| G   | The stormwater management system should be designed and delivered generally in accordance with Plan 8 and Table 5. The ultimate size and location of stormwater management infrastructure shall be subject to detailed design to the satisfaction of the responsible authority.  |
|     | Alternative stormwater management designs may be provided subject to approval by the responsible authority and the catchment management authority where required having regard to detailed design at the subdivision approval stage and the following principles:  |
|     | Development should achieve the objectives and standards of Clause 56.07 of the Surf Coast<br>Planning Scheme   |
|     | <ul> <li>All waterway and drainage reserves must be designed to cater for 1 in 100 year flow events</li> <li>Peak discharge from the development must not exceed that of pre-development conditions so as not to contribute to or exacerbate any downstream flooding</li> </ul>  |
|     | Stormwater management systems should be designed to ensure that stormwater quality is enhanced to best practice standards prior to discharge to receiving waterways  |
|     | Design of drainage infrastructure should provide a high degree of visual amenity and allow for recreational use where possible and appropriate   |
|     | <ul> <li>Opportunities to consolidate drainage management assets should be considered wherever<br/>possible to minimise ongoing maintenance and asset management costs for the responsible<br/>authority.</li> </ul>   |
| G50 | Development should have regard to relevant policies and strategies being implemented by the responsible authority, the catchment management authority, water retail authority, including any approved Integrated Water Management Plan.  |
| G51 | The design and layout of roads, road reserves and public open space should optimise water use efficiency and long term viability of vegetation and public uses through the use of overland flow paths, Water Sensitive Urban Design (WSUD) initiatives and/or locally treated stormwater for irrigation to contribute to a sustainable and green urban environment.  |

| G52 | Where practicable, development should include integrated water management initiatives to reduce reliance on potable water and increase the utilisation of storm and waste water, contributing to a sustainable and green urban environment.   |  |  |  |
|-----|---|--|--|--|
| G53 | Where practical, integrated water management systems should be designed to:   |  |  |  |
|     | Maximise habitat values for local flora and fauna species   |  |  |  |
|     | Enable future harvesting and/or treatment and re-use of stormwater.   |  |  |  |
| G54 | Where practicable, and where primary waterway, conservation or recreation functions are not adversely affected, land required for integrated water management initiatives (such as stormwater harvesting, aquifer storage and recharge) should be incorporated within the open space system shown on Plan 6, to the satisfaction of the catchment management authority and responsible authority. |  |  |  |
| G55 | Development should reduce reliance on potable water by increasing the utilisation of fit-for-purpose alternative water sources such as storm water and rain water.  |  |  |  |

Table 5 Stormwater drainage & water quality treatment infrastructure

| ID   | DESCRIPTION  | LOCATION                                  | PROP. NO     | AREA / WIDTH  | RESPONSI-<br>BILITY |
|------|--|---|--------------|---------------|---------------------|
| WL01 | Waterway   | 225 &195 Grossmans<br>Road                | 1 and 3      | 0.48 hectares | SCS                 |
| WL02 | Sediment and retarding basin   | 195 Grossmans Road                        | 3            | 0.37 hectares | SCS                 |
| WL03 | Waterway   | 195 Grossmans Road                        | 3            | 0.23 hectares | SCS                 |
| WL04 | Pond and retarding basin   |   |              | 0.21 hectares | SCS                 |
| WL05 | Waterway   | 195 Grossmans Road<br>& 80 Duffields Road | 3 and 6      | 0.60 hectares | SCS                 |
| WL06 | Sediment basin and pond  | 80 Duffields Road                         | 6            | 0.05 hectares | SCS                 |
| WL07 | Waterway   | 80 Duffields Road                         | 6            | 0.49 hectares | SCS                 |
| WL08 | Waterway   | 80 Duffields Road                         | 6            | 0.44 hectares | SCS                 |
| WL09 | Retarding basin  | 80 Duffields Road                         | 6            | 0.37 hectares | SCS                 |
| WL10 | Sediment basin   | 80 Duffields Road                         | 6            | 1.05 hectares | SCS                 |
| WL11 | Retarding basin and pond   | 260 Great Ocean Road                      | 9            | 0.43 hectares | SCS                 |
| WL12 | Sediment basin,<br>retarding basin and<br>pond 90 Duffields Road             |   | 7            | 0.43 hectares | SCS                 |
| WL13 | Sediment basin,<br>retarding basin and<br>piped outlet to Spring<br>Creek    | 248 Great Ocean Road                      | 10           | 0.18 hectares | SCS                 |
| WL14 | Waterway   | Spring Creek                              | Spring Creek | 4.60 hectares | CCMA                |
| WL15 | Sediment basin, floating treatment wetland, retarding basin and piped outlet |   | 13 and 12    | 0.90 hectares | SCS                 |
| WL16 | Sediment basin,<br>retarding basin and<br>pond                               | ent basin, 100 Duffields Road             |              | 0.43 hectares | SCS                 |
| WL17 | Sediment basin,<br>floating treatment<br>wetland and retarding<br>basin      |   | 14           | 0.90 hectares | SCS                 |
| WL18 | Bioretention basin and storage   | 140 Duffields Road                        | 14           | 0.08 hectares | SCS                 |
| WL19 | Waterway corridor<br>Spring Creek  | Measured from 1 in 10 year flood level    | Various      | 20 metres     | SCS                 |
| WL20 | Waterway corridor northern tributaries                                       | Waterway corridor Measured from 1 in 10   |              | 20 metres     | SCS                 |

| WL21 | Waterway corridor    | Measured from | 9 | 20 metres | SCS |
|------|----------------------|---------------|---|-----------|-----|
|      | southern tributaries | centreline    |   |           |     |

SCS = Surf Coast Shire, CCMA = Corangamite Catchment Management Authority

The areas, corridor widths and descriptions identified in this table are subject to confirmation at the subdivision planning permit application stage to the satisfaction of the Corangamite Catchment Management Authority and the responsible authority.

#### 3.6.2 Utilities

#### Note on Plan 9:

The alignment of trunk services shown on this plan is indicative and subject to confirmation by the relevant servicing authority.

|     | REQUIREMENTS  |
|-----|---|
| R57 | Delivery of underground services must be coordinated, located and bundled (utilising common trenching where possible) to facilitate tree and vegetation planting within road verges.  |
| R58 | Above-ground utilities, including substations and sewer pump stations, must:  |
|     | be identified at the subdivision design stage to enable their appropriate integration into the subdivision layout and to minimise any adverse amenity impacts   |
|     | be sited and designed (including incorporation of architectural and/or landscape treatments), to<br>the satisfaction of the relevant authority and the responsible authority.   |
| R59 | All new electricity supply infrastructure (excluding substations and cables of a voltage 66 kilovolts or greater) must be provided underground.   |
| R60 | Utilities must be placed outside any areas shown as 'native vegetation to be retained' in the Spring Creek NVPP, unless a permit is issued for removal of the vegetation.   |
| R61 | Utilities must be placed outside of natural waterway corridors and conservation reserves, or on the outer edges of these corridors and reserves to avoid disturbance to existing waterway values, native vegetation, significant landform features and heritage sites, to the satisfaction of the catchment management authority and responsible authority. |
|     | Where the location of that infrastructure in the open space network is unavoidable, the land required to accommodate that infrastructure (including screening buffers constructed to the satisfaction of the responsible authority) will not be counted as contributing to the open space requirements classified under Clause 52.01 or within a DCP.       |
| R62 | Nature strips must be wide enough, and service conduits located so as to accommodate street trees and their likely root zone at maturity.   |
|     | GUIDELINES  |
| G56 | Existing above ground electricity cables should be removed and re-routed underground as part of a subdivision (excluding cables greater than 66 kilovolts).   |
| G57 | Above-ground utilities should be located outside of prominent view lines and screened with vegetation.  |
| G58 | Design and placement of underground services in new or upgraded streets should utilise the service placement guidelines outlined in Appendix E.   |
| G59 | Utility easements within or to the rear of lots should only be provided where there is no practical alternative.  |
| G60 | Development should seek to generate and utilise electricity from renewable sources.   |

# 3.7 Infrastructure Delivery & Development Staging

# 3.7.1 Infrastructure Delivery (subdivision works by developers)

#### **REQUIREMENTS** Subdivision of land within the precinct must provide and meet the total cost of delivering the R63 following infrastructure: Connector streets and local streets Tree planting and landscaping in existing and future roads and streets Intersection works and traffic management measures along arterial roads, connector streets and local streets Council approved fencing and landscaping along arterial roads, where required Local bus stop infrastructure in locations agreed in writing by Public Transport Victoria Local shared, pedestrian and bicycle paths along arterial roads, local streets, connector streets, utilities easements, waterways and within open space including bridges, intersections, barrier and waterway crossings Appropriately scaled lighting along all roads, shared or pedestrian paths and traversing the open space network Bicycle paths and parking Basic improvements to open space (linear open spaces and trails and parklands and gardens) Local drainage system Infrastructure as required by utility services providers including water, sewerage, drainage, electricity, gas and telecommunications. Unless included in a DCP or outlined as the responsibility of another agency in the Precinct R64 All public open space (where not otherwise provided via a DCP) must be finished to a standard that satisfies the requirements of the responsible authority prior to the transfer of the public open space, including but not limited to: Remediation of identified contaminated areas appropriate to the intended beneficial use Remediation, stabilisation and rehabilitation of areas identified as potential landslip hazards and/or with slopes above 1 in 10, appropriate to the intended beneficial use Removal of all existing disused structures, foundations, pipelines, stockpiles, rocks, rubbish and levelled, topsoiled and grassed with drought resistant grass Provision of water tapping and potable water connection points Sewer, gas, water and electricity points provided as relevant Trees and other plantings completed in accordance with an approved plan Vehicle exclusion devices (fence, bollards or other suitable methods) and maintenance access Construction of shared pedestrian and bicycle paths to a minimum width of three metres around the perimeter of the reserve and connecting to the surrounding path network Installation of park furniture, including barbeques, shelters, drinking fountains, rubbish bins, local scale play areas and appropriate paving to support these facilities, consistent with the type of open space listed in Appendix C Fencing of allotment boundaries which abut open space. R65 Work in conservation reserves and public open spaces containing identified significant vegetation to be retained must be planned having regard to the NVPP to the satisfaction of the responsible authority. All work must be completed to the satisfaction of the responsible authority prior to the transfer of the land. In addition to the standard requirements in Appendix C, the improvements must include: The listed requirements for public open space Revegetation of degraded areas to achieve biodiversity objectives in accordance with an approved plan Perimeter fencina Provision of internal pathways appropriate to the use of the reserve. All to the satisfaction of the responsible authority or the relevant service provider. **R66** Where a street has already been constructed or approved for construction to a property boundary, subsequent development must connect with that street to adopt a consistent street cross section until a suitable transition can occur.

Any heritage site or heritage conservation area to be vested in the relevant authority must be done so in a standard that satisfies the requirements of that authority. Works required prior to the transfer

**R67** 

include, but may not be limited to:

- Clearing of rubbish and weeds
- · Essential repairs to and stabilisation of any structures
- · Any fencing required to ensure the safety of the public.

Any works must be consistent with any relevant Cultural Heritage Management Plan and Conservation Management Plan.

R68 Each new lot must be:

- Accessed via a sealed road constructed to a standard to the satisfaction of the responsible authority
- Sewered
- Connected to a potable water supply
- Connected to electricity
- · Connected to telecommunications facilities
- Drained.

All to the satisfaction of the responsible authority or relevant service provider.

#### 3.7.2 Development Staging

|     | REQUIREMENTS  |
|-----|---|
| R69 | Development staging must provide for the timely provision and delivery of:  Arterial road reservations  Connector streets and connector street waterway crossings  Street links between properties, constructed to the property boundary  Road links to the wider connector and arterial road network  Connection of the on- and off-road pedestrian and bicycle network  Open space, playgrounds and other community facilities  Conservation reserves, which must be fenced in accordance with an approved plan  Essential infrastructure (services/utilities)  |
| R70 | Where there is a need for works to satisfy the above requirements, those works must be undertaken at the full cost of the development proponent. Works may constitute Works In Kind for projects included in the DCP at Council's discretion. However, Council is not obliged to satisfy any liability until contributions sufficient to cover the cost of that liability have been received and projects deemed to be of a higher priority in the DCP have been fully funded or constructed, unless the liability arises pursuant to an agreement under section 173 of the <i>Planning and Environment Act</i> 1987, in which case Council is obliged to satisfy the liability in accordance with the agreement. |
| R71 | Streets must be constructed to property boundaries where an inter-parcel connection is intended or indicated in the PSP, at a nominated date or stage of development which is to the satisfaction of the responsible authority.   |
|     | GUIDELINES  |
| G61 | Development staging will be largely determined by the ability to appropriately access and service land and the availability of infrastructure services. Development applications should demonstrate how the development will:   |
|     | Integrate with adjoining developments, including the practical and timely provision of road and path connections  |
|     | Provide open space and amenity to new residents in the early stage of the development, where relevant   |
|     | <ul> <li>Deliver any necessary trunk service extensions, including confirmation of the agreed approach<br/>and timing by the relevant service provider.</li> </ul>  |
| G63 | Where not directly adjoining existing development, new development should provide for onward connections to existing walking and cycling paths to facilitate access to the neighbourhood centre and nearby facilities.  |

#### 3.7.3 Precinct Infrastructure Plan

The Precinct Infrastructure Plan (PIP) at Table 6 sets out the infrastructure and services required to meet the needs of proposed development within the precinct. The infrastructure items and services are to be provided through a number of mechanisms including:

- Subdivision construction works by landowners/developers
- Agreements under section 173 of the Planning and Environment Act 1987
- · Utility service provider requirements
- The DCP, including separate charge areas for local items (if applicable)
- · Capital works projects by Council, State government agencies and non-government organisations
- Works In Kind (WIK) projects undertaken by developers on behalf of Council or state government agencies.

Table 6 Precinct infrastructure plan

| PROJECT<br>CATEGORY | PSP / DCP<br>PROJECT | TITLE   | PROJECT DESCRIPTION   | LEAD AGENCY      | INDICATIVE<br>TIMING | INCLUDED<br>IN DCP? |
|---------------------|----------------------|---|---|------------------|----------------------|---------------------|
| ROADS               |                      |   |   |                  |                      |                     |
| Road                | RD08B                | Duffields Road: upgrade<br>Grossmans Road (IN07) to Great<br>Ocean Road (IN06)        | Upgrade Duffields Road including sealed shoulders between Great Ocean Road and Grossmans Road   | Surf Coast Shire | M                    | Yes                 |
| Road                | RD16                 | Grossmans Road: upgrade<br>Messmate Road (IN03) to Duffields<br>Road (IN07)           | Upgrade Grossmans Road including sealed shoulder between Messmate Road and Duffields Road   | Surf Coast Shire | M-L                  | Yes                 |
| Road                | RD17                 | Messmate Road extension:<br>extension from Grossmans Road<br>(IN03) to culvert (RD18) | Construct a southern extension of Messmate Road from Grossmans Road to the culvert  | Surf Coast Shire | L                    | Yes                 |
| Culvert             | RD18                 | Northern tributaries of Spring Creek northern crossing                                | Construct a connector street culvert crossing of northern tributary, northern crossing  | Surf Coast Shire | L                    | Yes                 |
| Culvert             | RD19                 | Northern tributaries of Spring Creek southern crossing                                | Construct a connector street culvert crossing of northern tributary, southern crossing  | Surf Coast Shire | L                    | Yes                 |
| Culvert             | RD20                 | Southern tributary of Spring Creek crossing   | Construct a connector street culvert crossing of southern tributary of Spring Creek   | Surf Coast Shire | L                    | Yes                 |
| Intersection        | IN07                 | Intersection: Duffields Road and Grossmans Road                                       | Construct intersection turning lanes in Duffields<br>Road at approach to Grossmans intersection   | Surf Coast Shire | М                    | Yes                 |
| Intersection        | IN06                 | Intersection: Duffields Road and<br>Great Ocean Road                                  | Upgrade the existing intersection of Great Ocean<br>Road and Duffields Road to include pedestrian<br>crossings on all legs  | Surf Coast Shire | L                    | Yes                 |
| Intersection        | IN01                 | Intersection: Duffields Road and Ocean View Crescent                                  | Upgrade the intersection of Duffields Road and<br>Ocean View Crescent to include a western leg to<br>the existing roundabout                                      | Surf Coast Shire | M                    | Yes                 |
| Intersection        | IN03                 | Intersection: Grossmans Road and Messmate Road  | Upgrade the intersection of Grossmans Road and Messmate Road to a single lane roundabout  | Surf Coast Shire | М                    | Yes                 |
| Intersection        | IN05                 | Intersection: Great Ocean Road  | Construct a left-in/left-out T-intersection on the Great Ocean Road between Strathmore Drive East and Torquay Boulevard, including signalised pedestrian crossing | Surf Coast Shire | L                    | Yes                 |
| Intersection        | IN04                 | Intersection: Strathmore Drive West and Great Ocean Road                              | Construct a signalised intersection at Strathmore<br>Drive West connection and Great Ocean Road   | Surf Coast Shire | L                    | Yes                 |
| Intersection        | IN02                 | Intersection: Duffields Road and Beach Road   | Construct an intersection at Duffields Road and<br>Beach Road with a single lane roundabout   | Surf Coast Shire | М                    | Yes                 |
| Public<br>transport | -                    | Reroute local bus route   | Reroute existing local bus route within Spring Creek PSP area   | PTV              | L                    | No                  |

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| COMMUNITY A  | ND INDOOR RE  | ECREATION   |  |                  |   |     |
|--------------|---|---|--|------------------|---|-----|
| Community    | nunity CY06A Spring Creek Community Centre Purchase 1.2 ha of land for a neighbourhood community facility in Spring Creek |   | S-M  | Yes              |   |     |
| Community    | CY06B   | Spring Creek Community Centre                             | Construction of neighbourhood community facility   | Surf Coast Shire | М | Yes |
| ON AND OFF-F | ON AND OFF-ROAD PATHWAYS (PEDESTRIAN/CYCLE)   |   |  |                  |   |     |
| Pathway      | PC09  | Regional path: Spring Creek interface (PP1076 and PP1075) | Construct Regional Path along both sides of Spring<br>Creek west of Duffields Road (extension of PP1076<br>and PP1075)         | Surf Coast Shire | L | Yes |
| Pathway      | PC10  | Regional path: Great Ocean Road (PP1232)                  | Construct Regional Path along Great Ocean Road<br>between Duffields Road and approximately Bells<br>Boulevard (project PP1232) | Surf Coast Shire | L | Yes |
| Pathway      | PC11  | Spring Creek pedestrian/cycling crossing                  | Construct a culvert/bridge pedestrian crossing of Spring Creek   | Surf Coast Shire | М | Yes |

# **4.0 APPENDICES**

Appendix A: Detailed land use budget (property-specific)

Table 7 Property-specific land use budget

## Appendix B: Neighbourhood centre design principles

#### **IMAGE AND CHARACTER** Promote design excellence by incorporating high quality, visually engaging design of the built form and public realm that respects and celebrates the coastal character of Torquay-Jan Juc and the natural values of the precinct. Integrate landscape and cultural heritage features, including significant trees, topography and views as part of the urban structure of the centre to define local character and identity 3 Preserve view lines from the centre to key natural features Provide feature planting, including canopy trees, and other landscaping treatments along the main street and throughout the centre to reinforce local character, create shade and enhance amenity. LAND USE AND ACTIVITY Facilitate the provision of a vibrant and broad mix of retail, commercial, leisure and community services to meet local needs, maximise length of stay and frequency of visit, encourage activity for extended periods of the day and night, and provide local employment opportunities. 6 Provide a range of retail and commercial tenancy sizes to support a diversity of businesses 7 Provide vertical mixed use with retail, restaurant and café activities at street level and commercial or residential opportunities above 8 Incorporate flexibility (including floor to ceiling heights) into building design to enable a range of uses and future adaptability including promoting localised non-retail commercial. Include facilities such as childcare, medical centres, gyms and places of assembly within or adjacent to 9 the centre. 10 Identify opportunities for well-designed medium and high density housing and other forms of accommodation within and/or adjacent to the centre Ensure the centre has the capacity for growth and change to enable adaptation and the intensification of uses as the needs of the community evolve. Ensure centre design minimises amenity and noise impacts resulting from the mix of uses. **PUBLIC REALM** Provide a public town square or plaza at a location where core uses are concentrated to promote activity and use, and so as to act as the central meeting place or 'heart' within the centre. 14 Ensure public spaces/town squares and main streets incorporate shading and cooling measures using canopy shade trees, canopies and shelters for the comfort of pedestrians; a range of seating opportunities/rest points sheltered from sun, wind and rain; drinking water fountains / water bottle refill stations; and public art 15 Provide quality footpath and shopfront lighting for night-time visibility and pedestrian safety. 16 Ensure streets, public spaces and car parks have a high level of passive surveillance and are well lit with pedestrian friendly (generally white) light that avoids unnecessary spill. Locate street furniture, including drinking fountains, in areas that are highly visible, close to or adjoining pedestrian desire lines/gathering spaces and designed to add visual interest. **BUILT FORM** Ensure buildings visually connect with the main street and/or town square, with high levels of facade activation to provide a vibrant and safe pedestrian focused centre. Ensure building design provides for a fine grain built form, active shop fronts with a high level of glazing, opportunities for outdoor dining and canopies/awnings attached to building facades to provide weather protection for pedestrians 20 Sleeve supermarkets and large format retail by single-fronted small retail shops at the main edge. Avoid internal malls 21 Avoid continuous lengths of blank walls by providing visual interest through:

- · Breaking up the length with windows and doors;
- Strong vertical and horizontal elements;
- Façade articulation and variation of facade materials; or
- Wall art.
- 22 Minimise level changes between building entries from public streets and car parks.
- 23 Ensure key corner sites
  - Anchor the corner through responses such as increased building height and scale through either two storey buildings or two storey elements (such as awnings and roof lines);
  - · Have activated edges along key street frontages; and
  - · Are not used and developed for single storey fast food restaurants/outlets.
- 24 Locate water tanks, service infrastructure, mechanical plant, waste collection points and other like structures behind the building line or, where this is not possible, include constructed screening using durable and attractive materials to provide a positive external interface.
- 25 Ensure advertising signs:
  - Are limited and proportionate to the scale of the building upon which the sign is displayed;
  - Do not dominate the streetscape or detract from the environmental and landscape values of the precinct;
  - Do not detract from the amenity of nearby dwellings due to external or internal illumination.

Above verandah, pole, high wall, major promotion, panel, sky, bunting and streamer signs are discouraged.

#### PARKING, ACCESS AND CONNECTIVITY

- Provide a high quality pedestrian environment within the centre to encourage community interaction and offer safety and comfort for pedestrians.
- 27 Prioritise pedestrian links between key destinations within the centre and provide a high level of pedestrian permeability, accessibility and walkability to and through the centre.
- 28 Provide cycle paths through the centre and provide bicycle parking in highly visible locations in key destinations to promote cyclist access.
- Design main streets for a low speed environment of 40km/h or less.
- 30 Achieve car parking efficiencies through the use of shared, consolidated parking areas.
- 31 Locate at-grade car parking in appropriate locations to soften their visual impact, accommodate visitor safety and provide safe pedestrian movement for the aged and disabled. Design should consider sleeving with built form and appropriate landscaping, including canopy trees.
- 32 Provide on-street parallel or angled parking to encourage short-stay parking.
- 33 Locate access for heavy vehicles (i.e. loading and deliveries) to the rear or side of buildings and manage potential pedestrian/vehicle conflicts. All loading and unloading should occur within the site and be screened from the public realm.

#### SUSTAINABILITY

- 34 Foster environmentally sustainable design by including:
  - · Energy efficient design and construction methods for all buildings;
  - Water Sensitive Urban Design principles such as integrated stormwater retention and reuse (for example, toilet flushing and landscape irrigation);
  - Options for shade and shelter through landscape and/or built form treatments;
  - Natural ventilation in buildings to reduce reliance on plant equipment for heating and cooling;
  - Passive solar orientation in the configuration and distribution of built form and public spaces;
  - Grouped waste collection points to maximise opportunities for recycling and reuse including onsite recycling (for example, composting); and
  - Solar energy for water and space heating, electricity generation and internal and external lighting.

# **Appendix C: Open Space Delivery Guidelines**

| CATEGORY                                  | SIZE  | PURPOSE & POTENTIAL EMBELLISHMENT   |
|---|---|---|
| Linear open spaces and trails             |   | Linear open spaces and trails provide off-road pathways and trails which primarily provide links to the broader open space network, community or activity hubs, residential areas and/or other areas of interest for pedestrians and cyclists. It includes unused road reserves and may also be established to ensure the effective functioning of natural processes and to protect flora and fauna corridors.  |
| Parklands and gardens - local             | 0.3ha – 1.5ha<br>(min. width 50m)<br>(preferred min.<br>size 0.5ha) | Local parklands and gardens provide a range of structured and unstructured recreation opportunities for local residents. These parks contain limited infrastructure, yet offer local community benefits. They are intended to offer residents a complementary open space to their backyards and generally cater for short visits by small groups. Includes landscaped parklands, playgrounds, pocket parks, passive spaces and community gardens.  Infrastructure and improvements include:  Paths  Landscaping, including garden beds and canopy shade trees  Open grassed area for unstructured recreational use  Fencing  Bike rack  Small park sign  Drinking fountain  Bench seats  Shaded picnic table  Playground (local)  Play elements  Rubbish bin.                     |
| Parklands and gardens - district/precinct | 1.5ha – 3ha<br>(min. width 50m)                                     | District parklands and gardens are larger sized parks providing a range of facilities and activity spaces for recreation. These parks have facilities to cater for large groups and a wide range of users. District passive recreation parks can service several suburbs depending on population density. Ideally, district passive recreation parks are located near social infrastructure such as schools, community centres and halls.  Infrastructure and improvements include:  Paths  Landscaping, including garden beds and canopy shade trees  Large open grassed areas for unstructured recreational use  Fencing  Amenity block  Park lighting  Bike racks  Large park sign  Drinking fountains  Bench seats  Shaded picnic tables and shelter  Rubbish bins  Barbecues |

|  | Ī                                   | DI 1/1   F ( ) 0  |
|--|-------------------------------------|---|
|  |                                     | Playground (large local or district)     Play elements (e.g. half court, skate ramp)  |
|  |                                     | riay elements (e.g. hall court, skate ramp)   |
| Parklands and gardens<br>- municipal               | 3.0ha – 10.0ha<br>(min. width 100m) | Like district/precinct level parklands and gardens, municipal parklands and gardens are large and significant land parcels. These venues will be attractive to large groups, will be considered destination parks and may attract visitation from across the municipal area. Users may be expected to stay in the park for several hours.  Infrastructure and improvements include:  Paths  Landscaping, including garden beds and canopy shade trees  Fencing  Amenity block  Kick-about space (potentially)  Playground (district or regional)  Play elements  Lighting  Bike rack  Large park sign  Directional sign  Dirinking fountains  Bench seats  Shaded picnic tables and shelters  Rubbish bins  Large picnic nodes with barbecues and additional shelters.  |
| Parklands and gardens<br>- regional/state/national | > 10.0ha                            | Major recreation parks that offer a wide variety of opportunities to a broad cross-section of the Council's population and visitors. They are large, embellished for recreation, and are major destinations for residents within and outside the municipality. Regional recreation parks offer unique experiences. They are often used to host large community events and offer exciting and no cost activities for residents and visitors.  Infrastructure and improvements include:  Paths  Landscaping, including garden beds and canopy shade trees  Fencing  Amenity blocks  Environmental education centre (potentially)  Commercial coffee shop (potentially)  Kick-about space (potentially)  Playground (regional)  Play elements  Lighting  Bike rack  Large park sign  Small park sign  Directional sign  Drinking fountains  Bench seats  Shaded picnic tables and shelters |

| Conservation reserves  Various  Conservation reserves identify areas of conservation and biodiversity value that are to be managed for long term ecological sustainability. Although there is an emphasis on supporting natural patterns and processes of the land through the provision of biodiversity representation, fire management and ecological restoration, conservation reserves may also provide passive recreation opportunities for local residents and visitors where their primary function is not compromised.  Infrastructure and improvements include:  Pathways  Interpretive signage  Bench seats  Removal of rubbish  Clearing and management of environmental weeds, pests, plants and animals  Remediation of any contaminated and landslip areas  Restoration of degraded habitats and processes  Identify internal and external threats and recommend measures to manage these  Removal of any disused structures (including dams where identified)  Vehicle exclusion devices and fencing to the satisfaction of the responsible authority  Any other actions set out in an endorsed Conservation Management Plan. |                       |         | Large picnic nodes with barbecues and additional shelters.  |
|--|-----------------------|---------|---|
|  | Conservation reserves | various | biodiversity value that are to be managed for long term ecological sustainability. Although there is an emphasis on supporting natural patterns and processes of the land through the provision of biodiversity representation, fire management and ecological restoration, conservation reserves may also provide passive recreation opportunities for local residents and visitors where their primary function is not compromised.  Infrastructure and improvements include:  Pathways  Interpretive signage  Bench seats  Removal of rubbish  Clearing and management of environmental weeds, pests, plants and animals  Remediation of any contaminated and landslip areas  Restoration of degraded habitats and processes  Identify internal and external threats and recommend measures to manage these  Removal of any disused structures (including dams where identified)  Vehicle exclusion devices and fencing to the satisfaction of the responsible authority |

**Appendix D: Street cross sections** 

# **Appendix E: Service Placement Guidelines**

| PRINCIPLES                       | GUIDELINES   |  |  |  |  |  |   |  |
|----------------------------------|--|--|--|--|--|--|---|--|
| Standard road<br>cross sections  | Figures 003 an<br>Subdivision in<br>residential stre<br>'standard' road<br>strips, footpath  | Growth Are<br>et environ<br>d cross sec  | reas (April<br>ment. This<br>ctions outli  | 2011) out<br>approact<br>ined in Ap  | line placer<br>n is approp   | ment of se<br>oriate for th  | rvices for a<br>ne majority   | a typical<br>of the  |
| Non-standard road cross sections | To achieve gre<br>character and<br>required. Non-<br>needs, such a<br>and opposite s<br>cross sections<br>For non-stand<br>Figure 003 and<br>Subdivision in<br>placement gui | amenity of standard restandard restandard restandard restandard road codown the Growth August 2004 and 1004 in the Growth August 2004 in the contract of the standard restandard | f the new of the new of the constant of the co | urban area<br>sections v<br>for high p<br>ontains sug-<br>standard<br>ons where<br>ering Desig | a, non-star<br>will also be<br>edestrian<br>ggested no<br>outcomes<br>service pl<br>gn and Col | ndard road<br>e necessar<br>traffic area<br>on-standar<br>are encou<br>acement g<br>nstruction | cross sec<br>y to addre<br>as in town<br>d 'variation<br>raged.<br>juidance o<br>Manual foi | tions are<br>ss local<br>centres<br>n' road<br>utlined in  |
|                                  |  | UNDER PEDESTRIAN<br>PAVEMENT   | UNDER NATURE STRIPS  | DIRECTLY UNDER<br>Trees <sup>1</sup>   | UNDER KERB   | UNDER ROAD<br>PAVEMENT <sup>2</sup>  | WITHIN ALLOTMENTS   | NOTES  |
|                                  | SEWER<br>POTABLE<br>WATER  | Preferred<br>Possible <sup>4</sup>   | Possible<br>Preferred  | Possible<br>Preferred  | No<br>No   | Possible<br>No   | Possible<br>No  | Can be placed in combined trench with gas                  |
|                                  | GAS  | Possible <sup>4</sup>  | Preferred  | Preferred  | No   | No   | No  | Can be placed in combined trench with potable water        |
|                                  | ELECTRICITY  | Possible <sup>4</sup>  | Preferred  | Preferred  | No   | No   | No  | Pits to be placed either fully in footpath or nature strip |
|                                  | FTTH /<br>TELCO  | Possible <sup>4</sup>  | Preferred  | Preferred  | No   | No   | No  | Pits to be placed either fully in footpath or nature strip |
|                                  | DRAINAGE<br>TRUNK<br>SERVICES  | Possible<br>Possible   | Possible<br>Possible   | Possible<br>Possible   | Preferred<br>Possible  | Preferred<br>Preferred   | Possible <sup>3</sup><br>No   |  |
|                                  | Table Notes  |  | 1  | ı  |  | ı  |   |  |

|  | <ol> <li>Trees are not to be placed directly over property service connections</li> <li>Placement of services under road pavement is to be considered when service cannot be accommodated elsewhere in road reserve. Placement of services beneath edge of road pavement/parking bays is preferable to within traffic lanes</li> <li>Where allotment size/frontage width allows adequate room to access and work on a pipe</li> <li>Where connections to properties are within a pit in the pedestrian pavement/footpath.</li> </ol>  |
|--|---|
| General principles<br>for service<br>placement | <ul> <li>Place gas and water on one side of road, electricity on the opposite side</li> <li>Place water supply on the high side of road</li> <li>Place services that need connection to adjacent properties closer to these properties</li> <li>Place trunk services further away from adjacent properties</li> <li>Place services that relate to the road carriageway (for example, drainage, street light electricity supply) closer to the road carriageway</li> <li>Maintain appropriate services clearances and overlap these clearances wherever possible.</li> </ul> |

# **Appendix F: Sustainability Principles**

These principles apply to all development within the Spring Creek Precinct Structure Plan area.

|     | PRINCIPLES  |
|-----|---|
| P1  | Accreditation through a recognised peak representative body for sustainability is encouraged.   |
| P2  | Development should demonstrate an appropriate balance between environmental, economic and social outcomes suitable for an urban context.  |
| P3  | Development, including subdivision, should protect, enhance and integrate environmental values.   |
| P4  | Rehabilitation of sites with degraded environmental or landscape condition is strongly encouraged.  |
| P5  | The inclusion of productive gardens in public space, including shared spaces and community gardens, is strongly encouraged.   |
| P6  | Recycling, reducing and reusing of construction material is encouraged.   |
| P7  | Avoid pollution of natural waterways and remediate damage caused by urban development.  |
| P8  | Optimise energy reduction through climate responsive design, lot and building orientation, optimal glazing and shading, as well as reduced reliance on mechanical heating, ventilation, cooling and lighting systems. |
| P9  | Achieve environmental best practice methods of operation of commercial, community and retail development, including waste recycling, water-wise use and reuse, and more renewable sources of power.                   |
| P10 | Include solar panels, wind turbines and other energy sources where practical. Design and siting of these structures should minimise amenity or landscape impacts.   |
| P11 | Use resource-efficient design, material selection and construction techniques to minimise negative environmental impacts.   |
| P12 | Use environmentally responsible materials and construction methods to lower environmental impacts.  |
| P13 | Minimise water consumption through landscaping design that includes indigenous and drought tolerant plant species, recycled materials and water re-use and recycling.   |
| P14 | Establish priority walking and cycling routes within and/or to:   |
|     | <ul> <li>The neighbourhood centre</li> <li>Local convenience centres</li> <li>Community facilities</li> <li>Existing or planned pathways within wider Torquay Jan-Juc network</li> </ul>                              |
| P15 | Use light emitting diode (LED) lighting (or other sustainable lighting) for street lights.  |
| P16 | Strongly encourage the generation and use of electricity from renewable sources.  |
| P17 | Utilise rainwater tanks for toilet flushing and garden watering.  |

#### **Appendix G: Kangaroo Management Principles**

Eastern Grey Kangaroos (EGKs) are known to occur within the Spring Creek PSP area. All native wildlife in Victoria, including EGKs, are protected under the Wildlife Act 1975.

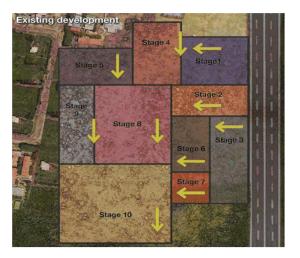
### **Management principles**

#### Staged development

Staged development is the primary management tool used to minimise impacts to public safety and EGKs in peri-urban areas. A Staged Development Plan should:

- Plan the order of each stage of subdivision to avoid land-locking EGKs
- Abut hazardous or built up areas and progress toward undeveloped areas (Figure 1)
- · Coordinate stages with adjacent subdivision applications, where relevant
- Consider exit routes for EGKs and, where possible, show the predicted exit routes. Exit routes should
  avoid potential hazards to EGKs (such as nearby roads, fences, gates and quarries). Gaps between
  development and open space, and creek lines, can be effective exit routes.
- Include an explanation on how the subdivision will be staged to minimise the risk of EGKs being landlocked, including estimated dates for each stage, as part of the 'design/management response' statement.

Figure G1: Example of a staged development plan.



#### On-Ground preventative actions

On-ground preventative actions assist to minimise opportunities for EGKs to enter construction sites. They should be used in conjunction with the Staged Development Plan and should be detailed in any Site Environmental Management Plan for subdivision. Preventative actions include:

## Temporary exclusion fencing

Construction fencing should include kangaroo-proof features to discourage EGKs from jumping over, digging under or pushing through it. Exclusion fencing should:

- Be chain-link
- Not be ring locked (entanglement hazard)
- Be high-tensile, heavy galvanised wire
- Be at least 1.8 metres high
- Have no barbs, loose or open wires

Spring Creek Precinct Structure Plan – October 2017

- Be completely free of holes and gaps in, and under, the fence to stop EGKs trying to escape and to stop them being injured
- Be embedded, have a secured mesh apron, be graded using crushed rock or concrete below to prevent gaps
- Be coloured with tape or equivalent to increase visibility
- . Be angled in the direction of approach to limit space immediately before to limit vertical jump
- Be monitored to establish the presence of EGKs: on the day of installation, the day after installation and at regular intervals thereafter.

#### Removing attractants

Slashing of biomass, such as edible grasses and herbs, around construction sites will prevent foraging EGKs from approaching. Slashing should be undertaken regularly. Exclusion fencing around water bodies also prevents EGKs from approaching construction sites.

#### **Response principles**

# Eastern Grey Kangaroos in construction zones

The following actions should be considered if an EGK is found within a construction zone:

- · Monitor the EGK and let it leave on its own accord
- Do not herd the EGK: it is an offence under the Wildlife Act 1975. Herding can stress, confuse and cause erratic behaviour in animals, with potential to result in injury to people and animals
- · Ascertain how the EGK entered the construction zone and secure entry point
- · Contact a licenced Wildlife Shelter or DELWP on 136 186 if EGK is injured.

# 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

# APPENDIX 2 RESPONSE TO PANEL RECOMMENDATIONS REPORT

**Spring Creek Precinct Structure Plan** 

# Response to the Panel Report for Surf Coast Planning Scheme Amendment C114

October 2017



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#### 1. Introduction

This report has been prepared by Surf Coast Shire Council to provide a detailed response to the recommendations of the Panel for Planning Scheme Amendment C114 (Spring Creek Precinct Structure Plan). Council considered the Panel report at the Council meeting on 28 March 2017 and resolved to support some recommendations, reject others and undertake further work in relation to:

- Stormwater management
- Biodiversity and native vegetation
- · Open space and creek buffers
- Residential densities
- Residential design controls
- · Bushfire management

The outcomes of the investigations will enable Council to take a final position on the Amendment and support a request to the Minister for Planning to approve the Amendment, if adopted.

#### 2. Response to Panel recommendations

#### 2.1 Summary of Panel findings

Overall the Panel supported Amendment C114. It found that the Amendment is well founded and strategically justified and that the Precinct Structure Plan (PSP) and Schedule to the Urban Growth Zone (UGZ1) provide a sound framework and mechanism to manage land use and development within the precinct, subject to a number of changes to address specific issues.

The key issues raised by the Panel were:

- The PSP should not preclude the potential for urban development further to the west of the PSP boundary and land to the south-west should be marked "Strategic Investigation Area".
- Signalisation of the Great Ocean Road/Strathmore Drive East intersection is potentially a superior solution compared to staggered unsignalised T-intersections. The decision to delete the signalised intersection should be reviewed.
- The allocation of passive open space is overly generous, which is mainly a result of the very wide creek buffers. Council should review the provision of open space and determine how active open space needs will be met.
- The overall dwelling density should be increased from the proposed 10 dwellings per hectare to 12-13 in order to more meaningfully deliver greater housing diversity. This can be achieved by increasing the number of lots less than 600m<sup>2</sup> within walking distance of the neighbourhood centre and private school.

The Panel was critical of the Community Panel process, stating "planning for new growth is not a popularity contest". The Panel commended Council for its innovative approach in engaging the public in a planning process, but considered that the process has resulted in an aspirational outcome that lacks any planning rigour or rationale. It also noted the tension between development and anti-development parties and the dissatisfaction with the process from both.

#### 2.2 Western growth boundary

#### Panel findings

The Panel questioned the status of the western boundary as the ultimate growth boundary and considered that Council should not preclude the potential for urban growth further to the west. It stated that links to the west should be shown on the PSP and that the area to the south-west (Rural Estates property) should be designated as a "Strategic Investigation Area". It urged Council to "think appropriately" about the next phase of growth post planning for the PSP area and not to ignore "a valid, proven and tested strategic planning history for the western precinct". The Panel also recommended that the urban growth potential of the balance of the valley be considered with appropriate community engagement as part of the Rural Hinterland Futures Project.

#### Response

It is considered that the recommendation to consider growth beyond the PSP boundary goes beyond the scope of the amendment. Urban growth further to the west is not contemplated by any of Council's more recent strategic planning policies, including the *Sustainable Futures Plan Torquay-Jan Juc 2040* (both the 2012 version referenced in the Planning Scheme and the adopted 2014 version) and the Torquay Jan Juc Framework Plan at Clause 21.08, and was not entertained by the former Minister for Planning upon rezoning of the 1km west area to Urban Growth Zone. The Minister placed the settlement boundary 1km west of Duffields Road and supported Council's intention to plan for a green break between Torquay and Bellbrae and to identify areas to the north-west of Messmate Road and north-east of Torquay for future urban growth.

It is noted that the Panel supported the proposed buffer along the western boundary (consisting of a 10m wide vegetated screen, 20m building setback and fencing) to protect the rural-urban interface. It is not clear how this is consistent with the suggestion that growth further to the west should be left open as a possibility. It is also not clear why land to the south-west should be designated as a Strategic Investigation Area, without allocating the same status to land on the north side of Spring Creek.

At the March 2017 Council meeting, in response to the Panel Report, and the September 2017 Council meeting in response to a petition, Council resolved to reject any proposal to investigate urban growth beyond the western boundary of Torquay and reaffirmed the boundary at its current location.

#### Recommendation

Strongly reject Panel Recommendations 3 and 4.

#### 2.3 Road Network

#### Panel findings

The Panel considered that signalisation of the Great Ocean Road/Strathmore Drive East intersection as proposed in the exhibited PSP would potentially provide a superior outcome compared to a staggered unsignalised left in/left out T-intersection as put forward by Council in response to the VicRoads submission.

The Panel recommended that Council review its decision to delete the signalised intersection and determine the option which provides the highest standard outcome in terms of accessibility into the Spring Creek precinct, safety including for pedestrian and cyclists crossing the Great Ocean Road and the traffic impact on the surrounding streets. In the event that Council reaffirms its decision to replace the signalised intersection at Strathmore Drive East with a staggered T-intersection, the Panel recommended:

- Realignment of the north-south connector road to create a T-intersection approximately midway between Strathmore Drive East and Torquay Boulevard, and designation of the road as a Local Access Street Level 2;
- Provision of an additional connection to Duffields Road south of Ocean View Crescent (subject to consideration of sight distance and vegetation issues); and
- Provision of a pedestrian crossing on the Great Ocean Road in the vicinity of Strathmore Drive East.
   This may be a pedestrian refuge in the interim and a signalised crossing in the longer term when warranted by pedestrian and traffic volumes.

Other Panel findings in relation to the road network included:

- The provision of an internal vehicular crossing (trafficable culvert) over Spring Creek as advocated by one submitter is not supported. Although there may be some benefits in having an internal vehicular crossing, the Panel considered that the benefits would be marginal and would not justify the additional cost particularly when environmental impacts and the difficult terrain are taken into account.
- Although traffic volumes on Ocean View Crescent are projected to increase substantially upon full
  development of Spring Creek, volumes would still be within recommended levels for a connector
  street. The Panel recommended that Council monitor traffic levels on Ocean View Crescent and
  respond with appropriate traffic calming measures if needed.
- The Panel supported the "dog leg" alignment of the north-south connector road from Great Ocean Road/Strathmore Drive West as it provides a third road frontage to the Christian College site consistent with PSP guidelines. A less pronounced dog leg that meets traffic engineering requirements can be designed at the subdivision stage for the connector road.

#### Response

Prior to the Panel hearing Council commissioned Traffix Group to review the alternative T-intersection option. The assessment found that a T-intersection would work with all roads in the surrounding area functioning to an acceptable level, however it would deliver a lesser standard of accessibility for pedestrians and cyclists wishing to cross the Great Ocean Road, increase the risk of crashes, potentially increase delays on the Great Ocean Road compared to a signalised intersection, and lead to higher volumes of traffic on Duffields Road, Ocean View Crescent and Torquay Boulevard. The report also noted that the alternative T-intersection arrangement was not in accordance with VicRoads' guidelines for new growth areas.

In consultation with VicRoads it has been determined that the preferred intersection arrangement is to replace the proposed signalised intersection at Strathmore Drive East with a left in/left out T-intersection between Strathmore Drive East and Torquay Boulevard, and to provide a pedestrian crossing to the west of the intersection (signal operated in the longer term).

The Panel recommendations in relation to an internal creek crossing, monitoring of traffic volumes on Ocean View Crescent and the alignment of the north-south connector road adjacent to the school site are supported.

It is further recommended that the northern north-south connector road (Messmate Road extension) be realigned to position the culvert crossing further south in order to avoid the removal of a patch of native vegetation and to make more efficient use of land.

#### Recommendation

Amend the PSP plans to:

- Replace the signalised intersection at Strathmore Drive East with a left in/left out T-intersection between Strathmore Drive East and Torquay Boulevard, designate the road as a Local Access Street

   Level 2 and provide a pedestrian crossing (signal operated in the longer term) on the Great Ocean Road.
- Provide an additional connection to Duffields Road south of Ocean View Crescent.
- Realign the northern north-south connector road (Messmate Road extension) to position the
  culvert crossing further south in order to avoid the removal of a patch of native vegetation and to
  make more efficient use of land.
- Update Table 6 Precinct infrastructure plan to achieve consistency as a result of changes to the road network

#### 2.4 Stormwater management

#### Panel findings

The Panel agreed with submissions that argued that the requirements in the exhibited PSP do not provide sufficient flexibility to allow for alternative solutions to be proposed at the detailed design stage in relation to the size and location of water bodies and the stormwater management system.

Other recommendations and findings of the Panel in relation to water management included:

- Waterbodies WL15 and WL21 (200-220 Great Ocean Road) should be deleted as they are manmade, pose a potential safety risk and are not suitably located to provide effective management of water flows from the catchment. They should be replaced by a waterbody further downstream.
- · Council should review the extent of WL01 (225 Grossmans Road) in discussion with the landowner.
- The PSP should provide clarity and guidance for the assessment and exercise of discretion by Council of alternative water management systems proposed by developers.
- The PSP should include a mechanism to equitably allocate responsibility, costs and contributions
  where drainage infrastructure is upsized (i.e. benefits other landholders).
- · On-site wastewater treatment on smaller lots is not supported.
- The impact of climate change should be considered in stormwater modelling to confirm whether
  the proposed drainage infrastructure is adequate and to ensure an adequate design response for
  each stage of development.

#### Response

Council maintained at the hearing that in its view the PSP does provide sufficient flexibility for Council to consider alternative stormwater solutions as part of detailed plans at the subdivision stage. Nevertheless, section 3.6.1 of the PSP has been redrafted to make it clearer that the requirements with respect to the

stormwater management system and the location of drainage infrastructure are indicative only and can be amended at the subdivision approval stage.

In response to the other Panel recommendations the following further work has been undertaken:

- The need for water bodies WL15 and WL21 has been reviewed. It is recommended that WL21 be
  deleted and replaced with piped infrastructure and that WL15 be replaced with water management
  infrastructure at a downstream location closer to the creek. The Stormwater Management Strategy
  has been updated to reflect these changes.
- The extent of WL01 affecting 225 Grossmans Road has not been reviewed as the mapping was
  based on waterway and flood extent information provided by the CCMA. The waterway is a
  designated waterway forming part of the northern tributary of Spring Creek. The landowner did not
  submit any evidence to justify why it would be appropriate to remove the waterway and has not
  made any further submissions.
- The Stormwater Management Strategy has been updated to consider the impact of climate change on the stormwater system. The previously provided comments on this subject have been incorporated into the report. Re-modelling was not deemed to be required. No change was made to design rainfalls as the effects of climate change are difficult to predict with both increasing and decreasing trends predicted. The modelled system, combined with the natural topography of the site, has enough built in conservativeness to cater for events outside of those modelled in the study such as the possible effect of climate change.
- Mechanisms to provide for the equalisation of contributions to shared water management infrastructure have been considered. The use of section 173 agreements is deemed the most appropriate method.

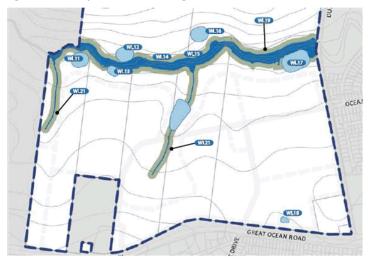


Figure 1: Waterway corridors and drainage assets

Extract of Spring Creek PSP Plan 8

DELWP's submission recommended that water bodies WL11, WL12, WL13 and WL17 be slightly moved to avoid encroachments onto Crown land and to avoid or minimise native vegetation losses (refer to section 2.5.1). This is supported.

#### Recommendation

Redraft the requirements and guidelines at section 3.6.1 of the PSP to provide greater flexibility and guidance for landowners to submit alternative stormwater management designs to Council for consideration at the subdivision approval stage.

Amend PSP Plan 8 and Table 5 to:

- delete Waterway WL21 from Properties 12 and 13 and relocate Water body WL15 to a downstream location
- relocate Water bodies WL11, WL12, WL13 and WL17 to avoid encroachments onto Crown land and to avoid or minimise native vegetation losses

Not support any reduction in the extent of WL01 (225 Grossmans Road).

#### 2.5 Biodiversity

#### 2.5.1 Native Vegetation Precinct Plan (NVPP)

#### Panel findings

The Panel supported the landscape scale, precinct wide approach to native vegetation planning and protection as adopted in the NVPP, but was critical of the following aspects of the NVPP:

- · The NVPP does not appropriately translate the findings of the native vegetation assessments
- The NVPP does not clearly explain the rationale for the removal and retention of native vegetation
- The NVPP is not clear on the requirements for practical retention of vegetation

The Panel recommended that Council work with DELWP to review and refine the NVPP, addressing the following matters:

- The rationale for the retention and removal of native vegetation
- Inclusion of a minimisation strategy
- Explanation of the Biodiversity Impact and Offset Requirements (BIOR) report
- The minimisation of specific offsets for threatened species
- Extending the boundary of the NVPP to include roadside vegetation on perimeter roads in order to streamline approvals for vegetation losses associated with road upgrades and intersection works
- The identification of vegetation for practical retention
- Rewording of tree protection zone requirements
- Information that explains the difference between specific and general offsets, and the offset requirements for landholders

## Response

Council accepted that further work on the NVPP was required and has committed to undertake this further work in consultation with DELWP and Ecology & Heritage Partners. The NVPP will be updated to address the matters recommended by the Panel, including:

- Clearer information regarding the process to determine how vegetation has been identified for retention and removal.
- More clearly detailing the offset requirements for landholders, by explaining the Biodiversity
  Impact and Offset Requirements (BIOR) report and the difference between specific and general
  offsets.

- Minimisation of vegetation loss to avoid or reduce specific offset requirements for threatened species. The current proposal has triggered specific offsets for four threatened species. Specific offsets are triggered when more than 0.05% of modelled habitat is to be removed. Sourcing and securing specific offsets is more complex as the 'like-for-like' rules are stringent. Based on the current PSP design, two of the four species (Snowy Mint Bush and Sharp Greenhood) are only slightly above the 0.05% threshold. Where habitat for these threatened species has been mapped across the site, the retention of additional native vegetation has been considered in an attempt to reduce impacts below the total habitat thresholds.
- Opportunities to further reduce vegetation removal, including consideration of:
  - o Retention of Trees 41-47 in a local park by relocating Open space area OS-08
  - o Greater retention of vegetation on steep slopes along the north side of Spring Creek
  - Ensuring the proposed stormwater basins/wetlands do not encroach onto Crown Land adjacent to Spring Creek
  - o Retention of overhanging roadside vegetation canopy
- Inclusion of perimeter roads (i.e. Duffields Road, Grossmans Road and Great Ocean Road) to incorporate roadside vegetation within the NVPP in order to streamline the approvals process for the removal of vegetation for planned intersection treatments and road upgrades.
- Identification of vegetation and trees for practical retention, including the process undertaken to
  identify vegetation for practical retention and inclusion of vegetation marked for practical retention
  on maps and in tables.
- Clearer guidance on tree protection zone requirements for trees that are to be retained.

DELWP advised that it generally does not support WSUD wetlands related to development being placed on Crown Land as works associated with development should be on the private land being developed rather than encumbering public tenure. Other issues related to works on Crown Land include Native Title, Cultural Heritage, Land Manager Consents and on-going management issues. By locating the wetlands away from Spring Creek, it will in turn retain additional vegetation.

DELWP supports the concept of practical retention, provided the vegetation is considered 'removed' in the NVPP, the mapping and tables clearly identify the vegetation to which practical retention applies, and is focused on the public realm. This process has been used across Geelong's growth areas to retain significant trees (refer to the Horseshoe Bend NVPP for example).

The Spring Creek growth area is fairly unique in PSP terms and in comparison to other growth areas in Torquay due to the nature of the topography and the significant number of mature Bellarine Yellow Gums scattered across the landscape and within vegetation patches. The presence of retained Bellarine Yellow Gums will make a significant contribution to the open space, natural values, character and sense of place of the area and any endeavours to integrate Bellarine Yellow Gums, whether scattered trees or vegetation patches, into the development should be encouraged<sup>1</sup>.

#### Recommendation

Adopt the NVPP with changes as outlined, to be finalised after the Council meeting and prior to submission of the amendment to the Minister for Planning for approval. (the final NVPP is dependent on the land

<sup>&</sup>lt;sup>1</sup> PSP's for Whittlesea's growth areas (e.g. Wollert PSP) require a minimum of 80 per cent of river red gums to be retained on each parcel for their landscape and amenity value

budget and other matters in the PSP being adopted).

#### 2.5.2 Bellarine Yellow Gum Woodland (GW5) - 200-220 Great Ocean Road

#### Panel findings

The Panel recognised the significance and placed great weight on the protection of Bellarine Yellow Gums, but considered that the variable condition of the large patch of BYG woodland across the site at 200-220 Great Ocean Road may invoke different management strategies. The Panel stated:

- Given the significance of the patch, it would be appropriate to consider using part of the patch (i.e. the core or "best part") as a net gain native vegetation offset site with controlled public access.
- The south western portion of the patch is in poorer condition with a degraded understorey and sparse trees and as such use as an (credited) open space reserve may be appropriate. This area should be developed as a Bellarine Yellow Gum reserve that is sensitively designed and managed for passive open space that protects the environmental values of this area.
- Reshape the patch to minimise the boundary to area ratio.

#### Response

Council has reviewed the configuration and use options of the BYG patch at 200-220 Great Ocean Road, including the implications for Council if part of the site was reserved as an offset site, public access and potential use of the south-western portion as credited open space. Council's position at the Panel was that it opposed acceptance of the site as an offset site given the ongoing management responsibilities that would be placed on Council as the future land manager and the restrictions on public access.

Further consideration has been given to the implications of an offset site and this has led to reaffirmation of Council's position on the following grounds:

- Ongoing activities that are likely to degrade vegetation condition can make a site ineligible to be
  used as an offset site. Pathway construction, dog walking, firewood collection, pruning trees to
  maintain public safety if an area is open to the public, are all ongoing activities that would make
  accessible open space ineligible as an offset site. The restriction of public access may conflict with
  community expectations for use of the site.
- Although public access to offset sites is not strictly prohibited and may be able to be controlled
  through fencing and sensitive location of pathways to minimise threats to native vegetation, there
  are likely to be difficulties with attempting to prevent people from entering sensitive areas.
  Problems are being experienced with nearby offset sites in Great Ocean Views Estate where
  firewood removal, trampling, rubbish dumping, children bringing in material to build cubbies etc.
  leads to offset management plan activities being compromised, despite fencing and signage.
- On land not affected by the Bushfire Management Overlay, a site is not eligible to be an offset if it
  is within 50 metres of a dwelling. Under these criteria, there must be a distance of 50 metres
  between an offset site and a dwelling. The 50 metres allows for any future modification of
  vegetation in order to create defendable space around a dwelling.
- DELWP has advised that an offset site would be part of a legal agreement relating to the land development. If it were transferred to Council, Council would not be able to claim any native vegetation credits. Therefore there is no compensating benefit to Council for the additional management costs of the land or the inconvenience to locals who cannot use an appealing looking open space area for recreational pursuits.

There is a high and ongoing cost element associated with maintaining offset sites (e.g. pest plant
and animal control, fencing, signage and management of unauthorised access and the effects of
disturbance). Council is able to charge the developer fees for the first ten years but would incur
ongoing costs into perpetuity after the initial maintenance period.

In relation to the size and configuration of the reserve, the Panel's suggestion to use the lower quality south-western portion that has a degraded understorey and sparse trees as credited open space is supported in principle as it would be able to be managed as a passive open space reserve with opportunity for a nature play park. Any reduction in size of the reserve however is opposed. The significance of the large patch of Bellarine Yellow Gum woodland was pointed out to the Panel by both Council and DELWP. The size of the patch and the number of Bellarine Yellow Gums is quite extraordinary. The Bellarine Yellow Gum is endemic to the Surf Coast and Bellarine Region, with the main populations occurring in Torquay and Ocean Grove. It is listed as a threatened species under the *Flora and Fauna Guarantee Act 1988* (FFG Act) and is considered endangered according to the Victorian List of Rare or Threatened Plants. The first two objectives of the Bellarine Yellow Gum Action Statement under the FFG Act are to protect key populations and to secure habitat to allow natural recruitment within and adjacent to extant populations.

Local policy in the Surf Coast Planning Scheme at Clause 21.08 notes the loss and degradation of stands of Bellarine Yellow Gums as a key issue and places high priority on its protection. DELWP recognise the patch as one of the key biodiversity assets across the PSP, in particular due to the presence of Bellarine Yellow Gums, and it has been recognised as one of the key priority areas for retention in the Biodiversity Assessment prepared by Ecology & Heritage Partners.

Further advice provided by Ecology & Heritage Partners concluded:

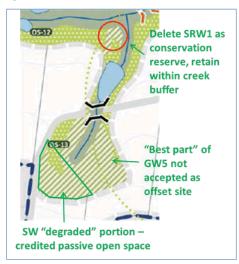
This area was identified by EHP as an area with high conservation value based on the presence of a significant number of Bellarine Yellow-gums and also because it is the largest remnant patch present within the PSP.

The Council has attempted to retain as much of this remnant patch as possible in the preparation of the Framework Plan and we support this position. It is acknowledged that there may be some variation in vegetation quality within the patch but the main conservation value within this remnant patch is the overstorey which is largely contiguous throughout the habitat zone. Squaring off the reserve to reduce the edge effect is valid but it would be preferable to do this while containing as much of the remnant patch as possible and 'filling in' any additional areas with revegetation to enhance and protect the existing values.

In addition, we would advise against securing this area as an offset site based on our previous experience protecting and managing offset sites within residential developments. The restrictions to access and requirements for fire and fencing buffers are difficult in a residential context despite the benefits of sourcing offsets on-site.

A reduction in size of the reserve would result in greater losses of trees, create greater edge effects due to loss of buffers, complicate Bushfire Attack Level (BAL) setbacks and increase offset requirements due to additional vegetation removal which is avoidable. For these reasons Council is reluctant to change its position about the size of the conservation area as shown on the exhibited PSP.

Figure 2: 200-220 Great Ocean Road



Extract of Spring Creek PSP Plan 6

#### Recommendation

Not accept part of the Bellarine Yellow Gum reserve at 200-220 Great Ocean Road as an offset site due to the restrictions this would place on public use and the ongoing land management obligations for Council. Accept the lower quality south-western portion as credited open space subject to boundary confirmation.

#### 2.5.3 SRW1 - 200-220 Great Ocean Road

#### Panel findings

The Panel recommended that the patch of SRW1 (Swampy Riparian Woodland) on 200 Great Ocean Road be removed as a conservation reserve in the PSP and from the requirements of the NVPP as there was no evidence presented of any public funds used for the revegetation. The Panel does support retention of this vegetation for its habitat value.

#### Response

Planted vegetation along Spring Creek was mapped in the Biodiversity Assessment (Ecology & Heritage Partners) as Swampy Riparian Woodland (EVC 126) and classified as 'Remnant Patch (Planted)' containing Bellarine Yellow Gum. The majority of the plantings occurred within public land (Spring Creek reserve), with the exception of an area within 200 Great Ocean Road, which was planted with all indigenous species with the exception of a non-indigenous Yellow Gum subspecies/variety. The vegetation is shown as a key area of conservation significance (Figure 6 in the Biodiversity Assessment) and the assessment concludes that while the majority of vegetation along the Spring Creek corridor has been planted, this area forms part of a habitat corridor throughout the wider landscape. Ecological communities along the Spring Creek corridor were in moderate condition and contain potential habitat for a range of species. As such, the assessment recommended that vegetation along the Spring Creek corridor is retained, where practicable.

Under the native vegetation provisions of the Planning Scheme (Clause 52.17), native vegetation can be removed without a planning permit if it was planted, unless public funding was used for the planting or

management of the vegetation and the terms of funding did not anticipate removal of the vegetation. The removal of planted vegetation is also exempt under Clause 52.16 (native vegetation precinct plan) but this clause does not contain the public funding exception.

Although Council has strong reason to believe that public funding was used for the planting of the vegetation, it has not been able to present the Panel with any evidence. Follow-up investigations have strengthened the belief that the revegetation works were part of a publicly funded Landcare project, however records of these activities have not been able to be retrieved.

Without a record of public funding, Council cannot mandate the retention of the vegetation. As the Panel recommended retention of this vegetation to provide habitat benefits, but not as part of a conservation reserve, it is recommended that the vegetation be included in the NVPP as vegetation identified for 'practical retention'. Given the vegetation would be contained within the creek buffer, this is viable option.

#### Recommendation

Remove the patch of SRW1 at 200 Great Ocean Road as a conservation reserve and include the patch in the NVPP as vegetation identified for 'practical retention'.

#### 2.5.4 161 and 195 Grossmans Road

#### Panel findings

Having considered submissions from landowners that vegetation at 161 and 195 Grossmans Road identified as remnant was mostly planted or regrowth, the Panel recommended that the status of this vegetation be reviewed and the NVPP amended accordingly.

#### Response

The status of the vegetation at 161 and 195 Grossmans Road was reviewed by biodiversity consultants Ecology & Heritage Partners. Based on an assessment of the vegetation present and review of aerial photography, the majority of the area of mapped native vegetation is likely to be regrowth following previous land clearing and agricultural use. The predicted age of the regrowth is 15-25 years old. While this vegetation is regrowth and may contain some planted vegetation, the understorey (grasses, herbs, and shrubs) comprises a high diversity of indigenous species and lifeforms, and is therefore classified as a native vegetation 'patch' in accordance with *Victoria's Permitted Clearing of Native Vegetation: Biodiversity Assessment Guidelines* (DEPI 2013). Further the 'regrowth' exemption under Clause 52.17 of the Surf Coast Planning Scheme does not apply for the following reasons:

- · the regrowth is greater than ten years old
- · while the vegetation does contain Bracken, a diversity of other native species are also present.

Based on the additional assessment, it is considered that the extent of mapped native vegetation within the properties is valid and does not warrant any modification. A review of the extent of open space in this area is discussed at section 2.6.2.

#### Recommendation

Not revise the status of the vegetation at 161 and 195 Grossmans Road.

#### 2.5.5 Other biodiversity matters

Other findings of the Panel in relation to biodiversity include:

- The Panel supported the inclusion of kangaroo management principles in the PSP as recommended by DELWP.
- Council should undertake further work to understand climate change impacts on native vegetation across the precinct and determine suitable revegetation species.

#### Recommendation

Amend Appendix G of the PSP to include additional kangaroo management principles as per the DELWP submission.

Undertake further work to understand climate change impacts on native vegetation across the precinct and determine suitable revegetation species.

#### 2.6 Open Space

#### 2.6.1 Open space provision and waterway buffers

#### Panel findings

The Panel's findings in relation to the provision of open space and waterway buffers are:

- The high level of passive open space and the wide waterway buffers has not been justified. The
  allocation of passive open space and the width of the waterway buffers is overly generous. The
  waterway buffers are wider than those recommended by the relevant policy documents and
  background reports, and the requirement for 9.76% of passive open space is greater than that
  envisaged by the PSP Guidelines and the Surf Coast Open Space Strategy.
- The waterway buffers are the result of the crude application of fixed width buffers that do not demonstrate a site specific response to opportunities and constraints of the precinct, nor a response to an identified need for passive open space.
- · It is not clear how the active open space needs of future residents will be met and funded.
- The open space provision should be reviewed to provide local parks within 400m of at least 95% of
  all dwellings in accordance with the PSP Guidelines. This minimum standard is achievable if the
  waterway buffer widths are reduced.

#### The Panel recommended:

- Undertake an assessment of how the active open space needs of Spring Creek residents will be
  met, and amend and/or reduce the requirement for passive open space contribution accordingly to
  achieve a total open space contribution of no more than 10%.
- Review and reduce waterway buffer widths in association with the review of the passive and active
  open space requirements.
- Reconsider the distribution of local or neighbourhood parks to ensure accessibility within 400
  metres of at least 95% of all dwellings, with a resulting reduction in linear park as required.

#### Response

A review of the open space provision and creek buffers has been undertaken with input from open space planning consultants ROSS Planning.

The PSP as exhibited provides the following breakdown of open space:

|                                    | Hectares | % of total precinct | % of NDA |  |
|------------------------------------|----------|---------------------|----------|--|
| Service open space (encumbered)    |          |                     |          |  |
| Conservation reserve               | 9.70     | 3.94                | 5.20     |  |
| Waterway/drainage reserve          | 28.06    | 11.41               | 15.04    |  |
| Other                              | 1.21     | 0.49                | 0.65     |  |
| Sub-total                          | 38.97    | 15.84               | 20.89    |  |
| Credited open space (unencumbered) |          |                     |          |  |
| Local network park                 | 18.26    | 7.4                 | 9.79     |  |
| TOTAL OPEN SPACE                   | 57.23    | 23.3                | 30.67    |  |

The PSP specifies that buffers along waterways are to have the following widths:

- 75m on each side of Spring Creek measured from the 1 in 10 year flood level
- 50m on each side of the northern tributaries measured from the 1 in 10 year flood level
- · 20m on each side of other waterways measured from the centreline

The State Planning Policy Framework (SPPF) in the Surf Coast Planning Scheme stipulates that vegetated buffers of at least 30 metres wide should be provided along each side of waterways to maintain the natural drainage function, stream habitat and wildlife corridors and landscape values, to minimise erosion of stream banks and verges and to reduce polluted surface runoff from adjacent land uses (Clause 14.02-1). The *Sustainable Futures Plan Torquay Jan Juc 2040* (SFP2040) recommends 30 metre wide buffers along Spring Creek and gullies, with provision of integrated cycling/walking pathways, but did not include any site specific assessments to determine the appropriateness of accepting a standard 30 metre buffer. The Integrated Water Cycle Management Plan (IWCMP) prepared prior to development of the Spring Creek PSP by Barwon Water in conjunction with Surf Coast Shire, the CCMA, DELWP and other agencies includes options for buffer widths of 30 metres or 50 metres each side of the creek.

The purpose of buffers along waterways is to provide space to convey flows, preserve the riparian zone which protects or enhances native vegetation, river health and biodiversity, and to provide space for recreational infrastructure and activities (e.g. shared paths/trails). The width of buffers should vary depending on the type of waterway and site specific factors (e.g. physical morphology, vegetation, geology, flooding, environmental values, cultural heritage, recreation uses and landscape characteristics). The width should achieve the optimum balance between waterway health, biodiversity, flood protection, erosion control, recreational activities, social amenity, infrastructure, asset protection and developable land requirements<sup>2</sup>.

The Panel for Amendment C85 supported the application of buffer widths of 50 metres (either side) for higher order waterways and 30 metres (either side) for lower order waterways to determine the boundaries for the proposed application of the ESO1. These buffer widths were based on Melbourne Water's Waterway Corridors Guidelines. The Panel considered that these buffers would provide a reasonable balance between protecting the biodiversity assets of the waterways and not unduly impacting on the use of land<sup>3</sup>.

<sup>&</sup>lt;sup>2</sup> Melbourne Water, Waterway Corridors Guidelines

<sup>&</sup>lt;sup>3</sup> Surf Coast Planning Scheme Amendments C85 and C96 Panel Report, 2 June 2017

In relation to the provision of public open space, the Schedule to Clause 52.01 of the Surf Coast Planning Scheme requires a 10% open space contribution for subdivisions of 10 or more lots. It does not distinguish between active and passive open space, but it is assumed the 10% would include both. The PSP Guidelines encourage an overall provision of public open space of 10% of the net developable area, of which 6% should be allocated for active open space purposes and 4% for passive open space. This approach is generally accepted by panels.

The PSP Guidelines state that in meeting the open space standards, encumbered land should be used productively for open space. It is common for this to be applied by designing the open space network in such a way that unencumbered open spaces are adjacent to encumbered land such as drainage corridors and conservation areas to enable use of encumbered land for recreation where possible. Encumbered land however is not included in the open space contribution.

The SPPF refers to open space planning in Clause 11.03 Open Space. The Clause has the following objective: "To assist in the creation of a diverse and integrated network of public open space commensurate with the needs of the community"

In accordance with Clause 56.05-2, public open space should:

- Be provided along foreshores, streams and permanent water bodies
- Be linked to existing or proposed future public open spaces where appropriate
- · Be integrated with floodways and encumbered land that is accessible for public recreation
- · Be suitable for the intended use
- Be of an area and dimensions to allow easy adaptation to different uses in response to changing community active and passive recreational preferences
- Maximise passive surveillance
- Be integrated with urban water management systems, waterways and other water bodies
- Incorporate natural and cultural features where appropriate

A network of well-distributed neighbourhood public open space should be provided that includes:

- Local parks within 400 metres safe walking distance of at least 95 percent of all dwellings
- · Additional small local parks or public squares in activity centres and higher density residential areas
- Active open space of at least 8 hectares in area within 1 kilometre of 95 percent of all dwellings
- Linear parks and trails along waterways, vegetation corridors and road reserves within 1 kilometre of 95 percent of all dwellings

The objective of the PSP is to create a future urban structure that is integrated and in balance with the natural landscape setting and environmental assets of the precinct, including Spring Creek and its tributaries, remnant vegetation and fauna habitat. The open space system provides an opportunity to protect and enhance the natural assets for their environmental, landscape, passive recreation, visual amenity and cultural heritage values. The natural elements contribute to the distinct urban character and sense of place that the sensitive development of the precinct seeks to achieve. In addition, it will assist in designing for resilience to the impacts of climate change.

The proposed open space system, consisting of waterway/drainage reserves, conservation reserves, local/neighbourhood parks and linear open space, will provide a well distributed network of walkable, attractive

public open spaces and natural areas within the precinct which can accommodate a variety of informal recreational, sporting, play and social needs of the community.

Council understands the reasoning of the Panel to review the provision of open space, however feels that the Panel has disregarded the local context and has underestimated the significance of the natural assets to the community. It has rather applied a standard planning approach based on conventional metropolitan growth area guidelines and standards, which if applied rigidly will result in a series of equally spaced, disjointed pocket parks (see Rockbank PSP for example) rather than an integrated open space network that is based on natural systems and is responsive to the community's needs or preferences.

The characteristics of the Spring Creek valley and aspirations of the community require a different, more locally inspired design response. The linear open space network provides an important opportunity to reinforce and enhance the landscape character of the precinct. It results in a variety of natural and well connected open spaces that protect and build on the environmental assets of the precinct, provides greater amenity for a larger number of lots, meets the predominantly passive and informal recreational needs of the community (as identified in the Surf Coast Open Space Strategy 2016-25<sup>4</sup>), provides a network of recreational trails that connect with trails and destinations outside the precinct, and maximises passive surveillance opportunities and public access. Combining open space with drainage and conservation reserves helps to protect and improve environmental, heritage and drainage features and provides habitat and corridors for local native species, including kangaroos. The extensive open space network also ensures local open space is generally within 400 metres walking distance of all residents.

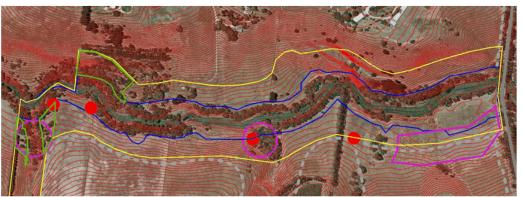
The cultural heritage assessment found that the floodplain of Spring Creek is highly sensitive for the presence of Aboriginal cultural heritage and recommended that planning within the PSP should aim to reserve the floodplain landform into open space networks, riparian corridors, conservation areas or biolinks as a means of avoiding impacts to Aboriginal cultural heritage, and to minimise the requirement for unnecessary complex assessment.

Combining public open space with waterway/drainage corridors and conservation reserves is also ideal from a bushfire management perspective. Public open space managed in a low threat vegetation condition can form part of the required setback distances between classified vegetation within the creek corridors and future development (refer to Bushfire Assessment report discussed at section 2.12). If buffer widths were reduced, development would be located closer to the classified vegetation, meaning that BAL construction levels would need to increase or larger setbacks on private land applied.

Having considered relevant open space and waterway planning provisions and site specific information in relation to slope, flood extent, native vegetation, Aboriginal cultural heritage, geotechnical aspects and space required to accommodate drainage assets, local parks and pathways/trails it is considered that creek buffers of 75 metres along Spring Creek and 50 metres along the northern tributaries are justified (the extent of open space along the waterway at 161, 165 and 195 Grossmans Road is discussed at section 2.6.2).

<sup>&</sup>lt;sup>4</sup> Some of the trends identified in the Open Space Strategy 2016-25 include walking, running and cycling as popular forms of activity; acknowledged benefits of developing dedicated multi-use sports precincts (rather than single field facilities) and Joint initiatives on education land; move towards informal recreation and unstructured activities, with declining participation rates in organised sport; integrating environmental protection values into more traditional active and passive recreation areas; and access to natural play areas.

Figure 3: Spring Creek buffer



Blue line – waterway/drainage corridor Green line – conservation reserve Yellow line – creek buffer / open space Purple line – Aboriginal cultural heritage Red dot – registered Aboriginal cultural heritage place Red lines – 1 metre contours

In terms of the Panel's concern about how the active open space needs of the community will be met, the Community Infrastructure Assessment (CIA) prepared to inform the PSP recommended that active open space facilities be provided elsewhere in Torquay given the lack of suitable areas within the Spring Creek precinct. The ability to deliver active open space facilities is heavily constrained by the topography and natural environment. There is district level active open space available within one kilometre of the precinct (i.e. Spring Creek Recreation Reserve, Bob Pettit Reserve), while the Bellbrae oval and sports precinct in Torquay North are located two kilometres away. It is not uncommon for people to travel greater distances to access higher level sporting facilities. In addition, the future oval on the Christian College site may become available for use by the community subject to joint use agreements.

The active open space needs of future Spring Creek residents and the growing Torquay-Jan Juc community will be investigated as part of the *Torquay-Jan Juc Social Infrastructure Study* to be undertaken in 2017/18. This study will quantify the needs, identify the type of facilities needed and determine where, when and how they should be provided.

Although there are effectively no opportunities to accommodate formal outdoor sports reserves within the PSP area, there are areas within the open space network of at least 1.0ha that are suitable for informal, unstructured sporting and recreational activities. Figure 4 shows how these areas can be incorporated into the proposed open space network.

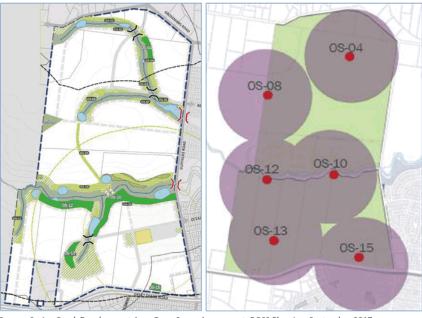


Figure 4: Spring Creek open space provision

Source: Spring Creek Development Area Open Space Assessment, ROSS Planning, September 2017

The PSP is consistent with the recommendations of the CIA to provide the following open space network in Spring Creek:

- At least two local parks with playgrounds;
- A linear park and trail along the full length of Spring Creek;
- A linear open space network and internal park / trail network which links the creek and the
  proposed community facilities and residential areas and connects to external trails and other links in
  Torquay;
- Land that is required for drainage purpose or to protect sites that have environmental, heritage and conservation values, for example, habitat links, sites with archaeological significance and significant vegetation.

In determining the quantity and type of open space to be provided in the precinct, the following relevant matters have been considered:

- The function of parks within the open space network
- Appropriate distribution and proximity to the precinct's population
- Community needs for open space in the anticipated population
- · The quantity and quality of existing or planned open space in areas in the vicinity of the precinct
- The precinct's physical features such as topography, extent of native vegetation, cultural heritage
  and drainage reserves and consideration of how these can be integrated and shared with the open
  space network.

Consistent with the PSP Guidelines and Clause 56, the open space network has been designed to generally:

- provide a variety of quality, well-distributed and multi-functional open space, catering for a broad range of users that includes:
  - Local parks within 400 metres safe walking distance of at least 95% of all dwellings;
  - Active open space within one kilometre of 95% of all dwellings (external to the precinct);
  - Linear parks and trails, along waterways and linked to vegetation corridors and road reserves, within one kilometre of 95% of all dwellings;
- maximise the integration and sharing of space with publicly accessible encumbered land, and maximise opportunities for stormwater management and protection of biodiversity;
- · protect, manage and enhance the natural and cultural attributes of the precinct;
- maximise opportunities for passive surveillance by requiring frontage/perimeter roads to be provided and dwellings to positively address open space;
- link neighbourhoods within the precinct and connect with open space and destinations outside the precinct.

The PSP provides the flexibility to vary the shape, size and location of mapped open space areas, depending on detailed site planning.

In growth areas subject to a DCP, public open space is usually collected through a combination of Clause 52.01 (typically used to acquire land for *passive* open space) and the DCP (typically used to acquire land for *active* open space and for contributions towards open space improvements). The Lake Narracan PSP (Latrobe City Council) for example requires landowners to provide a public open space contribution of 5.29% of NDA for local open space (passive). Landowners are also required to pay an open space levy as part of the DCP, which goes towards active open space land acquisition and public open space improvements. The overall unencumbered public open space contribution equates to 10% of NDA.

This approach is also recognised in the Torquay-Jan Juc DCP, which states:

Surf Coast Shire has determined that it will use a combination of these tools for the delivery of open space projects over time. Some projects, generally of a capital works nature, are included in this DCP. The bulk of known future land acquisition projects will be obtained via the joint operation of the Subdivision Act and Clause 52.01 of the Planning Scheme.

The key issue with the use of these tools is to ensure that 'double dipping' is avoided. This would occur if multiple tools are used for the same project or funding purpose. On this basis, this DCP includes only unique open space projects. The DCP open space projects will not form the basis of any other contribution tool.

The DCP lists a number of outdoor active and passive recreation improvements and capital works projects.

#### Recommendation

Having undertaken a review of the public open space provision within the Spring Creek PSP, it is considered that the provision of open space is justified and will result in an outcome that is consistent with open space planning policy guidelines. It is recommended that:

- The demand for active recreation (outdoor sports) facilities be met through existing and future
  active open space reserves outside of the precinct; and
- Passive open space, including parklands and gardens with opportunities for informal and unstructured sporting and recreational activities, be provided within a network of linear open

spaces and local parks to ensure access to well-connected green spaces and to maximise walking and cycling opportunities for future residents.

Replace Objective O7 at Section 2.2 with the following objective to stronger express the open space vision for the precinct:

Support the development of a quality, well connected, accessible and useable open space network
that contributes to the liveability of the precinct and complements the unique open space
opportunities presented by Spring Creek and its tributaries and other environmental assets.

Replace Objectives O2 and O3 with the following objective:

 Facilitate urban development that responds sympathetically to the topographical constraints and undulating nature of the precinct, the landscape and biodiversity values, and the natural qualities and visual amenity of Spring Creek and its tributaries.

Amend Plan 3 (and all other relevant plans) to include all steep land on the northern slopes of Spring Creek as "encumbered land (slope 1 in 3)".

#### 2.6.2 Other open space issues

#### Panel findings

The Panel made the following recommendations in relation to a number of specific open space areas:

- Open space area OS-08 should be relocated to encompass trees 41-47
- Open space area OS-01 affecting 161, 165 and 195 Grossmans Road should be reviewed and reduced based on a proper assessment of its merit
- The Panel supports Council's proposal for treatment of the urban/rural interface
- Council should determine a suitable treatment for the southern boundary of 231 Grossmans Road,
   e.g. purchase by Council and fencing

#### Response

#### OS-08

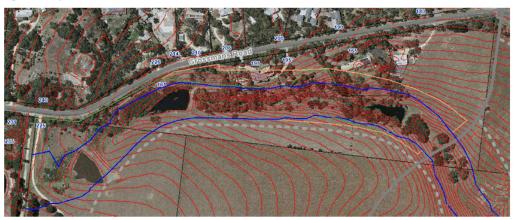
Council agreed to relocate OS-08 to protect trees 41-47 within an open space reserve and to reduce specific offsets.

### OS-01 and OS-02

Further to the review of the extent of native vegetation on the properties at 161, 165 and 195 Grossmans Road, the extent of Open space areas OS-01 and OS-02 affecting the properties was also reviewed. It was put to the Panel by the affected landowners that the public open space included in OS-01 does not have any meaningful purpose, unreasonably impacts on the developable area of the land, does not provide a connection to the west and does not link in with any open space within the low density residential estates to the north.

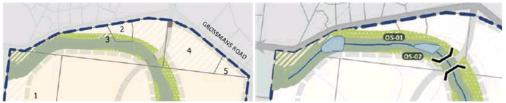
As shown on the exhibited PSP and the aerial photo below, the property at 161-195 Grossmans Road (property 3 in the PSP) is encumbered by a waterway/drainage reserve, conservation reserves and open space, leaving 46% of the land available for development. The existing dwelling would be located within the proposed open space reserve. The property at 165 Grossmans Road (property 2 in the PSP) is encumbered by a waterway/drainage reserve and open space and has a developable area of 65%. A service road within a 13 metre wide road reserve is required to be provided along Grossmans Road to provide access to future lots.

Figure 5: 161, 165 and 195 Grossmans Road



Blue line – waterway/drainage reserve Green line – conservation reserve

Orange line – open space Red lines – 1m contours



Extract of Spring Creek PSP Plan 4 and 6

The PSP requires 50 metre wide buffers along the northern tributaries. The generous width of the creek buffers has been criticised by the Panel and the provision of wide creek buffers in this location needs to be justified and have a clear purpose, and be balanced against allowing a reasonable opportunity for development of the land.

It is considered that there is limited justification for the extent of open space on the affected properties, having regard to:

- the extent of open space relative to the property size
- · the impact on the developable area of the land
- the siting of existing dwellings
- the location and extent of native vegetation
- the catchment area serviced by the open space

The purpose of the creek buffer is to protect the waterway and any significant vegetation, and to allow for linear trails along the entire length of the waterway. It is considered that the mapped waterway/drainage corridor, which is 20m wide each side measured from the 1 in 10 year flood level, will be sufficient to retain significant vegetation. In some cases, such as on the north side of the tributary, additional land may be required to allow for shared pathways. It is therefore recommended that OS-01 and OS-02 be reduced in width, or deleted altogether if deemed appropriate at the detailed design stage.

### 231 Grossmans Road

A section of Spring Creek south of 231 Grossmans Road is part of the PSP, however 231 Grossmans Road is not. The Panel suggested that to ensure open space continuity it may be appropriate for Council to purchase this land and fence the northern side of the creek to deter public access to private land at 231 Grossmans Road. The Panel made these recommendations in light of its comments in relation to the future of land to the west of the PSP area. As Council has taken the position that is does not support any further development beyond the settlement boundary, resolution of this issue is not relevant.

#### Recommendation

Amend Plan 3 (and all other relevant plans) to:

- Relocate OS-08 to the north to encompass trees 41-47
- Reduce the indicative width of OS-01 and OS-02 affecting 161, 165 and 195 Grossmans Road (width to be confirmed subject to detailed design at subdivision stage)
- Reconfigure OS-13 to include the south-western portion of the BYG patch as credited open space

### 2.7 Density

#### Panel findings

The Panel considered that the PSP does not provide for the meaningful delivery of housing diversity, particularly in the southern portion of the precinct. It recommended that the overall dwelling density across the precinct be increased from 10 to 12-13 dwellings per hectare by providing more lots of less than  $600m^2$  within a reasonable walking distance of the Neighbourhood Centre (NC) and school (Christian College), subject to any specific site constraints. The Panel accepted that a lower density than the state average of 15 dwellings per hectare for growth areas is warranted (and supported by Clause 21.08-2), however considered a density of 10 dwellings per hectare insufficient. It believed that higher densities are capable of being achieved without eroding the topographical and environmental setting of the precinct.

### Response

State planning policy encourages residential subdivisions that:

- achieve densities of at least 15 dwellings per hectare in growth areas, which over time should be increased to more than 20 dwellings per hectare (Clause 11.02-3)
- create liveable and sustainable communities with compact neighbourhoods that have walkable
  distances between activities, a range of open spaces that meet a variety of needs, and a range of
  lot sizes that suit a variety of dwelling and household types to meet the needs and aspirations of
  different groups of people (Clause 15.01-3)
- respond and contribute to existing sense of place and cultural identity, and to its context, landscape character, vegetation and the values, needs and aspirations of the community (Clause 15.01-5).

Clause 21.08 (Torquay-Jan Juc Strategy) encourages lower housing densities in the Spring Creek Valley, while local policy at Clause 22.09 states that greenfield areas should support an overall density of 15 dwellings per hectare, unless a lower density is desirable in response to environmental or landscape values. A variety of lot sizes should be provided, ranging from conventional urban lots to medium and higher density lots to encourage a mix of housing types and sizes. Higher residential densities (20 dwellings per hectare) should be focused around activity centres, schools, community hubs and active open space.

The Sustainable Futures Plan Torquay-Jan Juc 2040 aims to achieve densities of 12-15 dwellings per hectare and encourages:

- a range of housing options at suitable densities to cater for the population's diverse needs and reflect the coastal look and feel
- new development to be planned in a way that responds to the area's natural features and ensures significant vegetation areas are protected, including the use of buffers along creek corridors to protect important features

It is clear from the applicable planning policy framework that achieving residential densities of 15 dwellings per hectare is the general norm, however policy also acknowledges that this must be balanced with the desire to respond to local context and site specific characteristics such as landscape values, environmental assets, topography, neighbourhood character and community aspirations. The Panel has recognised the need for a balanced approach and has recommended a density that is less than the state average but more than what is proposed in the exhibited PSP.

The Panel recommendation to explore opportunities to increase the area of lots less than 600m² within walking distance of the NC and school is consistent with sound planning and urban design principles to increase housing densities around activity centres, schools, community facilities and open space. Increased densities make it attractive for residents to walk or cycle to these destinations as part of their daily routine and provide greater housing diversity, choice and a mix of people which is important for a healthy and sustainable community where people are able to go through different life stages. Increased housing densities within and surrounding activity centres is also essential to support the viability of businesses, services and facilities within the centre and to encourage the use of public transport. Concentrating housing around schools provides opportunities for students to walk to school and promotes daily physical activity among young people.

400-800 metres, or a 5-10 minute walk, is typically considered a "reasonable walking distance". In recent PSP's a range of walkable catchments have been applied for the purposes of designating areas suitable for medium or higher residential densities, relative to the scale and type of facility or destination (refer to example below). The proposed NC is of the scale of a 'local town centre', while the school is comparable with a 'community hub'. It is therefore recommended that lots less than 600m<sup>2</sup> be provided in the following catchment areas:

- Within 400m of the Neighbourhood Centre
- · Within 200m of the school
- Within 100-200m of Local Convenience Centres (LCCs)

It would be appropriate to apply a catchment of 200 metres around the northern LCC as most of the catchment falls within the waterway corridor / open space reserve.

Subdivision of land within walkable catchments shown on Plan 3, which typically comprise residential land within:

- 800m of major town centres
- 400m of local town centres
- 200m of community hubs
- 100m of local convenience centre
- 800m of train stations
- 600m of the Principal Public Transport Network

Must create lots suitable for delivery of medium or high density housing as outlined in Table 2, and achieve a minimum average density of 17 dwellings per net developable hectare.

Source: Extract from Sunbury South PSP, November 2016

It is noteworthy that the Panel, either deliberately or inadvertently, recommended increased housing densities in the southern portion of the precinct only, by increasing the provision of lots less than 600m<sup>2</sup> around the NC and school. It did not make any recommendations regarding changes to densities in the northern portion of the precinct or around LCCs, nor did it suggest any changes to the provision and distribution of 1,500-2,000m<sup>2</sup> lots. Neither did it specify a preferred minimum lot size or lot size range for lots less than 600m<sup>2</sup>. It is considered however that providing a range of smaller lots within a walkable catchment of the LCC in the northern precinct is consistent with sound planning and urban design principles and will contribute to greater housing diversity within the area and support the viability of the centre. The exhibited PSP showed that all lots in the northern precinct would be greater than 600m<sup>2</sup>. This would result in a lack of diversity and critical mass to support the LCC.

There is scope to reduce the lot sizes along Grossmans Road from 1,500-2,000m² to 600-900m². Land to the northeast of Spring Creek on Grossmans Road has been earmarked for re-subdivision into conventional residential lots in accordance with the Briody Drive West Development Plan. Providing large lots along the south side of Grossmans Road would therefore be incongruous with planned development to the north. Furthermore, the development potential of the properties, in particular 165 and 195 Grossmans Road, is constrained by encumbered land required for conservation, open space, waterway and drainage assets, the location of existing dwellings and the need to provide a service road in order to protect significant roadside vegetation. Reducing the lot size to 600-900m² would increase the lot yield from a potential 35 lots to 80-90 lots and allow for a more appropriate integrated development with an internal service road to allow the retention of roadside vegetation on Grossmans Road.

The PSP as amended will provide for a sensibly balanced range of lot sizes, with lot sizes across the precinct varying from compact medium density and 500-600m² lots within walking distance of the NC, school and LCCs, to larger 600-900m² lots for the majority of the precinct and 1,500-2,000m² lifestyle lots in sensitive interface areas, including the western boundary and steep land on the north side of Spring Creek. It is recommended that opportunities for medium density housing (lots less than 500m²) be provided within and immediately adjacent to the NC and LCCs. This outcome will more meaningfully provide for housing diversity and choice, supporting a diverse community with a mix of family composition, ages and socioeconomic status. This approach is considered a reasonable response to the Panel concerns about the densities and lack of housing diversity whilst maintaining the overall vision for the precinct of lower than average housing densities. It would also partially address the concern about the amount of public open space, as higher densities will increase the demand for and justify the provision of open space.

An estimate of the resulting dwelling yield is shown in the table below. The total number of dwellings would increase from 1,781 in the exhibited PSP to 2,119 and the overall density would increase from 9.7 dwellings per hectare to approximately 11.3. This is closer to the Panel's expectations but still preserves the overall vision for the precinct of lower than average densities.

Table 1: Indicative dwelling yield

|  |          | Amended PSP |           | Exhibited |
|--|----------|-------------|-----------|-----------|
|  | NDA (Ha) | Dw/NDHa     | Dwellings | PSP       |
| Residential Neighbourhood Centre             | 1        | 30          | 30        | -         |
| Residential lot size <500m <sup>2</sup>      | 4.54     | 20          | 91        | -         |
| Residential lot size 500-600m <sup>2</sup>   | 35.73    | 15          | 536       | 149       |
| Residential lot size 600-900m <sup>2</sup>   | 122.33   | 11          | 1,346     | 1,457     |
| Residential lot size 1500-2000m <sup>2</sup> | 23.4     | 5           | 117       | 175       |
| TOTAL  | 187.0    | 11.33       | 2,119     | 1,781     |

Recent land supply and demand modelling<sup>5</sup> demonstrates that, depending on the applied growth scenario, broadhectare land stocks in Torquay-Jan Juc are sufficient to satisfy between 15 to 29 years of demand. Utilising the recent trend in net dwelling construction (3.9% pa) the broadhectare land stock is sufficient to satisfy 18 years of assumed dwelling growth. With undeveloped zoned broadhectare land in Torquay North and identified potential future residential land there is no pressing need for densities in Spring Creek to be increased to satisfy future housing demand and population growth.

#### Recommendation

Amend Plan 3 (and all other relevant plans in the PSP and UGZ1) and make consequential changes to the land use budget tables, to show:

- an extended area of 500-600m<sup>2</sup> lots within defined walkable catchments of the Neighbourhood Centre, school and local convenience centres
- medium density housing (<500m<sup>2</sup> lots) abutting the Neighbourhood Centre and local convenience centres to allow townhouses and unit developments
- the 1,500-2,000m<sup>2</sup> lots along Grossmans Road replaced with 600-900m<sup>2</sup> lots

Add the following new guidelines under section 3.1.2 (Housing):

- Greater housing diversity is encouraged within the following walkable catchments:
  - o 400 metres of the neighbourhood centre
  - o 200 metres of the non-government school
  - o 100-200 metres of a local convenience centre
- Lots suitable for the delivery of medium density housing types should be located adjacent to the neighbourhood centre and local convenience centres.
- Subdivision applications should include indicative concept layouts for any lots identified for the
  future development of medium density or integrated housing that suitably demonstrate, as
  appropriate:
  - o Active interfaces with adjacent streets, open space and waterways
  - o Safe and effective vehicle and pedestrian access and internal circulation
  - o Dwelling types and lot yield
  - o Appropriate servicing arrangements

<sup>&</sup>lt;sup>5</sup> Broadhectare Land Supply & Demand Torquay-Jan Juc Summary, Spatial Economics, 2017 (unpublished)



Figure 6: Proposed lot size distribution (concept plan only)

### 2.8 Activity Centres

#### Panel findings

The Panel held that the early delivery of a full-size Neighbourhood Centre (NC) with 5,000m<sup>2</sup> of retail floor space and a full-line supermarket by 2021 can be supported and would benefit the emerging and surrounding community. It did not support Council's position that delivery of the NC should be staged. The Panel recommended that the UGZ schedule be amended to enable early delivery of the NC to be considered through a planning permit application with supporting evidence.

In addition, the Panel concluded that there is scope for a local convenience centre (LCC) in the northern section of the PSP and that the location should be identified on Plan 5 through an asterix.

The Panel further supported a request from Parklea to review the Neighbourhood Centre design principles at Appendix B of the PSP.

Council accepted these recommendations at the March 2017 Council meeting.

#### Response

Neighbourhood centres and local convenience centres play an important role in providing access to services and facilities for communities within a walkable catchment. Neighbourhood centres help to provide for the main daily to weekly household shopping and community needs. Local centres provide for the incidental and day-to-day convenience shopping needs of the local community and will typically include a corner store or café.

Based on the activity centre assessment undertaken by Tim Nott, Council submitted that the development of the NC should be staged to ensure it does not affect the primacy of the Torquay CBD, commencing with a small centre of 3,000m<sup>2</sup> initially in 2021 and as the population catchment grows developing into a centre of 5,000m<sup>2</sup> with a full-line supermarket by 2030. Council however accepts the Panel's arguments to allow for the earlier delivery of a full-scale centre subject to a planning permit and economic impact assessment.

Council submitted to the Panel that it was prepared to reinstate the asterix on Plan 5 to denote the location of a Local Convenience Centre in the northern precinct. Tim Nott's economic assessment concluded that there is an opportunity to allow for up to two local activity centres of up to  $400 \, \mathrm{m}^2$  each in order to support community infrastructure or to provide convenience services for residents beyond walking distance of the NC. The 'island site' between the Christian College and the north-south connector road (Strathmore Drive West extension) has been flagged as a potential site for a second LCC, which is deemed suitable for higher order uses such as a medical centre or childcare. Given the proximity of the site to the NC and the desire to avoid retail development on the Great Ocean Road in order to prevent visitor trade being taken away from well-established tourist precincts elsewhere, it is recommended that the PSP provide guidance on the type of uses supported for the site and that the General Residential Zone be used as the underlying zone to prohibit the establishment of shops.

The recommendation to rationalise the number of Neighbourhood Centre design principles at Appendix B of the PSP is also supported.

#### Recommendation

Accept the Panel recommendation to consider the early delivery of the Neighbourhood Centre subject to a planning permit and supporting economic report by amending the PSP requirements at section 3.2 and the requirements in the UGZ1. A permit and economic report should also be required if more than 5,000m<sup>2</sup> retail floor space is proposed for the Neighbourhood Centre or more than 400m<sup>2</sup> retail floor space for a Local Convenience Centre.

Show an asterix on Plan 5 to denote the indicative location of Local Convenience Centres in the northern and southern precincts, with the southern precinct Local Convenience Centre to be restricted to service businesses allowable in the General Residential Zone given the proximity of the site to the NC and the desire to avoid retail development on the Great Ocean Road.

Insert a table in the PSP describing the indicative size, role and land use mix of the Neighbourhood Centre and Local Convenience Centres.

Replace the Neighbourhood Centre design principles at Appendix B of the PSP with a rationalised set of guidelines.

### 2.9 Residential Design Controls

#### Panel findings

The Panel supported the application of the Residential Design Controls (RDCs) and their implementation through a Memorandum of Common Provisions (MCP) with any subdivision. It considered that this is the most efficient manner of securing the intended neighbourhood character outcome without additional burden on Council as the responsible authority (note this is contrary to the findings of the Panel for Amendment C106 (Grossmans Road water basin) which considered that for transparency reasons design controls should be part of the planning process, e.g. through overlay provisions). Despite this support for the RDCs and implementation through an MCP, the Panel was of the view that a greater level of flexibility was required.

The Panel recommended that the following preamble be inserted above Table 2 of the RDCs:

This table constitutes the residential design controls contemplated by Clause 4.7 of Schedule 1 to the Urban Growth Zone. These controls should inform the Memorandum of Common Provisions required by Clause 4.7 of Urban Growth Zone Schedule 1, and may be adopted in full or part as either mandatory or discretionary provisions, in conjunction with an application for subdivision, to the satisfaction of the Responsible Authority. These controls may also be varied at the discretion of the Responsible Authority.

### Response

The desire for some flexibility in the application of the RDCs to enable specific site conditions such as slope and orientation to be considered and responded to is understood, however drafting in the manner proposed by the Panel would result in the application of the RDCs being optional at the discretion of the relevant developer. There will be no guarantee that a developer will apply the RDCs or a developer may cherry pick the elements that suit a particular development and leave out others.

It is hard to reconcile how the Panel on the one had can say the RDCs will achieve the desired design outcomes of the PSP, but on the other hand recommend that the controls "should inform the Memorandum of Common Provisions" and "may be adopted in full or part as either discretionary or mandatory provisions". It is also not clear how discretion would be exercised. Council has made it clear that

it does not wish dwelling developments in Spring Creek to be subject to planning permit applications, which would greatly increase the administrative burden for Council-

Further work has been undertaken to review the specific design controls and to justify their application through mandatory provisions, having regard to the intended outcomes of the controls and the desire to streamline approvals processes by reducing red tape.

#### Justification for proposed controls

The purpose of the RDCs is to create a landscape dominated and topography responsive urban development that creates a true sense of place, reflecting the locality's environmental and landscape values within a coastal-rural setting. The natural environment, remnant vegetation, creek corridors, scenic landscapes and position along the internationally significant and national heritage protected Great Ocean Road offers an opportunity to create a unique urban environment that is distinctly different from typical growth areas in a metropolitan or suburban setting. This translates to lower densities, larger lots, generous open space and a built form that is nestled within the landscape.

Retention and/or planting of appropriate vegetation, in particular canopy trees, in both the public and private realm is vital to ensure development contributes to the landscape dominance, complementing remnant vegetation along creek lines and in conservation reserves. The planting of trees and a variety of plant types that contributes to and maintains the prevalence of vegetation is a vital element of the natural and coastal character that the PSP seeks to reinforce and enhance.

Good siting principles through control of setbacks and site coverage are critical to achieve the intended outcome of providing landscaping around buildings and to provide the opportunity to augment public realm landscaping within private lots.

The rationale for each control is provided as follows:

| Control                     | Rationale   |
|-----------------------------|---|
| Lot size                    | To reflect the predominantly larger lots and lower density residential character of Torquay-<br>Jan Juc. Larger lots will enable sufficient space to be provided for garden areas,<br>landscaping and separation between dwellings. Densities in Torquay-Jan Juc are lower<br>than those typically found in metropolitan areas (11-12 dw/ha vs 15-16 dw/ha).  |
| Site coverage / garden area | To retain a sense of houses in a vegetated landscape setting. Restrictions to building footprints, as well as requirements for minimum garden areas, will assist in providing space for substantial plantings that can include canopy trees. This will also provide the opportunity for the retention of existing scattered trees.  |
| Street setbacks             | To encourage a vegetated streetscape character. Generous front setbacks provide space for vegetated front gardens and retention or planting of substantial trees. This will assist in a natural transition between the public realm and private space and enhance the open streetscape character.   |
| Side and rear setbacks      | To maintain a sense of space around buildings to support the preservation and establishment of vegetation.  Setbacks allow space for landscaping, retention of views, access to breezes, solar access and facilitate privacy and adequate separation between dwellings. Generous side and rear setbacks enable the planting of trees and a variety of plant types. Narrow strips do not provide sustainable planting conditions. Ensuring sufficient spacing between buildings allows vegetation to visually permeate between built forms and provides for views to surrounding landscape features and backdrops. |
| Building height             | To encourage a low profile building height that minimises the visual prominence of  |

|                    | buildings in the landscape. Due to the topography and viewsheds, development has potential to become visually prominent through elevated forms. A limit on building heights and retaining walls will assist in ensuring development sits sensitively within the landscape. A maximum 7.5m building height, which can be varied with a permit, is consistent with other residential areas in Torquay-Jan Juc and the coastal townships of Anglesea, Aireys Inlet-Fairhaven and Lorne.   |
|--------------------|--|
| Landscaping        | To enhance the appearance and amenity of development, integrate with the natural character of the locality and soften the visual impact of urban development within the streetscape and landscape.  The planting or retention of canopy trees is important to ensure buildings sit below the tree height in order to reduce the visual intrusion of buildings within the landscape. A lot should contain sufficient unencumbered land to accommodate substantial plantings, including canopy trees.  |
| Parking and access | To provide parking and access areas which are visually recessive in the streetscape and to minimise the loss of garden space due to car parking and accessways. Recessing garages behind the front facade of dwellings will assist in minimising the dominance of car parking structures within the streetscape. A garage setback of 5.5 metres allows off-street parking that does not impede the footpath.  A limit to the width of crossovers and accessways ensures sufficient garden area is available for the retention of established trees or the planting of new trees within the front setback area of a dwelling. |
| Fencing            | To encourage an open streetscape character. Front fencing should be discouraged, or where provided, it should be low in height and visually permeable.   |
| Retaining walls    | To avoid excessive cut and fill and to encourage development that positively responds to landform/topography. Limiting the extent of cut and fill and the height of retaining walls will encourage a more site responsive lot and building design that follows the contours of the land rather than excessive earthworks to suit dwelling designs.   |





Photo left: Dwellings set back from side boundaries, allowing for spacing and vegetation (lots  $>600m^2$ ) Photo right: Minor side setbacks, resulting in minimal building separation and vegetation (lots  $<500m^2$ ) (both examples from Quay Estate, Torquay)



Photos above: Generous side setbacks allow for landscape opportunities between dwellings (The Sands, Torquay)

It is interesting to note that the VPA is working on Regional PSP Guidelines (to be released in 2018) in recognition of the different character and desired outcomes in regional settings compared to metropolitan growth areas. The Preliminary Draft Regional PSP Guidelines<sup>6</sup> suggest consideration of the following matters:

- How will the precinct respond or relate to existing significant natural features of the area including: hilltops, ridgelines, waterways, native vegetation and cultural and post-contact heritage?
- How have any distinctive local features and character of the existing town or wider region been referenced/enhanced/protected and/or continued in the precinct design?
- How have prominent high points and distinctive landscape features been protected and incorporated into the precinct design? Have views to these features been incorporated into the plan?
- Has an appropriate interface between the new township area and the surrounding rural landscape been provided?
- What other features and characteristics of the precinct will help create a distinctive sense of place for the precinct or neighbourhoods within it?

## Mandatory vs discretionary controls

The issue of mandatory versus discretionary or performance based controls have been the subject of many panel deliberations. Panel recommendations vary on this issue, with some panels preferring performance based controls in combination with clear objectives to allow for a proper strategic assessment of any future application (e.g. Surf Coast C55 and Mornington Peninsula C204) and others accepting that there are circumstances that warrant a more prescriptive approach than might otherwise be supported (e.g. Surf Coast C16 and Mornington Peninsula C101).

Planning Practice Note 59 – The Role of Mandatory Provisions in Planning Schemes (PPN59) is relevant to the consideration of mandatory controls. In its introduction PPN59 notes that the Victoria Planning Provisions (VPP) are predominantly performance based. It notes that mandatory provisions in the VPP are the exception and that the VPP process is primarily based on the principle that there should be discretion for most developments and that applications are to be tested against objectives and performance outcomes rather than merely prescriptive mandatory requirements.

<sup>&</sup>lt;sup>6</sup> Managing Residential Character in Rural and Regional Victoria, Planisphere, July 2015

PPN59 notes that there may be circumstances where a mandatory provision will provide certainty and ensure a preferable and efficient outcome. Mandatory provisions will only be considered in exceptional circumstances where it can be clearly demonstrated that discretionary provisions are insufficient to achieve desired outcomes. It lists criterion that should be used to assess whether the benefits of mandatory controls outweigh any loss of opportunity or flexibility inherent in a performance based system:

- Is the mandatory provision strategically supported?
- Is the mandatory provision appropriate to the majority of proposals?
- · Does the mandatory provision provide for the preferred outcome?
- Will the majority of proposals not in accordance with the mandatory provision be clearly unacceptable?
- · Will the mandatory provision reduce administrative costs?

#### Other relevant considerations are:

- Is a consistent outcome necessary across the precinct?
- Is there likely to be pressure for development to be inconsistent with planning policy?

The State government has recently introduced mandatory controls in the residential zones as part of the Reformed Residential Zones (Amendment VC110 gazetted on 27 March 2017), including a minimum percentage of a lot that must be set aside as garden area and maximum building heights. The minimum garden area provisions aim to protect the green open character of neighbourhoods. The minimum requirements are 25% for 400-500m² lots, 30% for 501-650m² lots and 35% for lots above 650m². The maximum building height in the General Residential Zone is 11 metres (3 storeys). These standards must be met and cannot be varied. These changes demonstrate the greater acceptance and use of mandatory provisions by the Minister for Planning.

Restrictive, albeit performance based controls apply in Lorne, Anglesea and Aireys Inlet-Fairhaven in order to protect and enhance the non-suburban vegetated coastal character of these townships. The controls are applied through Neighbourhood Character Overlays (NCO). They vary the standards of Clause 54/55 and include requirements relating to building height (max. 7.5 metres), building site coverage (max. 30-35%), hard surface area (max. 40-50%), landscaping and setbacks. The standards of the NCO, whilst robust and detailed, are not mandatory and may be varied with a permit.

An assessment of dwelling developments in Anglesea and Aireys Inlet undertaken as part of structure plan reviews for the respective towns has revealed that overall a high level of compliance is achieved with the requirements of the overlays. Variation of standards is generally limited, but more prevalent in the case of smaller lots (less than 550m²), in particular small variations to building site coverage and minimum landscape area have been allowed. This demonstrates that the controls are not overly restrictive and inform site responsive design.

Mandatory controls provide clear benefits: they provide greater certainty for future home owners and reduce red tape and Council's administrative costs, and the costs to landowners, by not requiring planning permit applications for variations to standards having to be considered. The Panel agreed that applying the

<sup>&</sup>lt;sup>7</sup> defined in the Planning Scheme as an uncovered outdoor area of a dwelling or residential building normally associated with a garden. It includes open entertaining areas, decks, lawns, garden beds, swimming pools, tennis courts and the like. It does not include a driveway, any area set aside for car parking, any building or roofed area and any area that has a dimension of less than 1 metre.

RDCs is the most efficient manner of securing the intended neighbourhood character outcome without additional burden on Council. It is considered that the controls (as amended per the proposed changes outlined below) will provide a balance between achieving the preferred landscape and neighbourhood character outcomes for the precinct and not overly constraining opportunities for new housing.

#### **Proposed changes**

#### • RDC-3: Setbacks

Reduce the front setback for 500-600m<sup>2</sup> lots to 5 metres (minimum 4 metres under ResCode) and reduce the setback from a side street for all lots to 3 metres (minimum 2 metres under ResCode).

#### RDC-4: Side and rear setbacks

Apply side setbacks of 1.5 metres for 500-600m<sup>2</sup> lots and 2 metres for 600-900m<sup>2</sup> lots to create greater separation between buildings, enhance the opportunities for landscaping along fence lines and to allow vegetation to visually permeate between built forms. These setbacks are based on residential development in The Sands, Torquay where a strong landscape outcome has been achieved.

A minimum rear setback of 3 metres for 500-600m<sup>2</sup> lots and 5 metres for 600-900m<sup>2</sup> lots provides opportunities for the planting of canopy trees between dwellings and facilitates privacy between upper levels of adjoining lots, which is particularly important for sloping lots.

#### RDC-5: Site coverage

Allow a building site coverage up to 50% for 500-600m<sup>2</sup> lots and 600-900m<sup>2</sup> lots where a single storey dwelling is proposed that achieves a minimum 7 star energy rating in accordance with the Nationwide House Energy Rating Scheme (NatHERS) and a photovoltaic system is installed. This will allow greater scope for flexible house designs which are suitable for downsizing older persons, persons with limited mobility (including wheelchair) and for more affordable and sustainable housing product.

It is considered that a restriction on the building footprint of dwellings on 1,500-2,000m<sup>2</sup> lots is not required given the large lot size. The requirement for a 6 metre front setback and 20 metre rear setback will ensure sufficient space is available for landscaping.

## RDC-6: Landscape area

It is recommended that the requirement for at least 50% landscape area be replaced by minimum garden area requirements to be consistent with recent changes to the residential zones.

## RDC-12: Retaining structures

It is recommended that the provisions pertaining to retaining walls be redrafted and the maximum height of retaining walls increased from 1 metre to 1.5 metres to allow greater flexibility in the siting and design of retaining walls, while still avoiding excessive cut and fill and landscape scarring.

The amended controls will provide greater flexibility for residents to site their dwellings on lots, preserve the opportunity to develop single level dwellings and respond to site orientation and topography while achieving sufficient space on lots to facilitate quality landscape outcomes as per the Community Panel vision for Spring Creek.

The creation of additional guidelines for medium density lots should be considered to ensure development is consistent with the desired neighbourhood character.

#### Recommendation

Include the following pre-amble above Table 2 Residential Design Controls:

This table constitutes the residential design controls contemplated by Clause 4.0 of Schedule 1 to Clause 37.07 Urban Growth Zone. These controls must inform the Memorandum of Common Provisions required by Clause 4.0 of Schedule 1 to Clause 37.07 Urban Growth Zone, and must be adopted as mandatory provisions in conjunction with an application for subdivision, to the satisfaction of the responsible authority.

Replace Table 2 Residential Design Controls with a new Table 2 Residential Design Controls.

### 2.10 Other drafting issues

The Panel made recommendations for a number of other drafting changes to the PSP and UGZ1. These are responded to in the table at Appendix 1.

The UGZ1 has also been redrafted to be consistent with the recently revised Ministerial Direction on The Form and Content of Planning Schemes under section 7(5) of the *Planning and Environment Act 1987*.

#### 2.11 Development Contributions Plan (DCP)

Whilst not an approach preferred by the Panel, the Panel supported the use of Section 173 Agreements in the absence of an approved Development Contributions Plan (DCP) for Spring Creek.

#### 2.12 Bushfire Management

Although the Spring Creek PSP area is not affected by the Bushfire Management Overlay, a bushfire assessment was prepared to determine the bushfire risk for future development and to inform an appropriate design response and mitigation strategies.

The assessment of bushfire risk shows that the level of risk is commensurate with the presumptions of the Bushfire Prone Area (BPA) and analysis of the required Bushfire Attack Levels (BAL) and setbacks shows that the development of the precinct will be able to meet the requirements of Australian Standard AS3959-2009. As such, the risk of bushfire impact can be reduced to an acceptable level in the Spring Creek PSP.

The report recommends that the PSP include a guideline that specifies subdivision design should aim to ensure maximum BAL-19, and preferably BAL-12.5, construction standards for future dwellings along with commensurate setbacks from classifiable vegetation. Subdivision design should also ensure that future revegetation or natural restoration of the vegetation within open space areas, reserves or streetscapes does not compromise the BAL setbacks.

In addition to BAL construction standards and setbacks, the report details best practice design principles for subdivision and site management plans as they relate to bushfire. This includes the staging of the subdivision; design of the road network to facilitate emergency vehicle access, increase firefighter safety and resident evacuation; and provision of a reticulated water supply and hydrant system.

#### Recommendation

Add the following objective at Section 2.2 under 'Biodiversity, Cultural Heritage and Bushfire Management':

 Ensure that bushfire protection measures are considered in the layout, staging and design of development and the local street network.

Add the following requirements/guidelines under Section 3.4.3 'Bushfire management':

- Any subdivision abutting an identified fire threat edge must be designed to minimise the impact of potential bushfires, including:
  - The provision of appropriate development setbacks from the classified vegetation, or other potential sources of threat
  - Building construction standards

As informed by a Bushfire Management Assessment, to the satisfaction of the responsible authority and the CFA.

- Any buffer established to minimise fire threat (and to achieve a specified BAL construction standard) must be functional and be able to be managed appropriately and cost effectively, to the satisfaction of the responsible authority and the CFA.
- Subdivision design should aim to ensure maximum BAL-19, and preferably BAL-12.5, construction standards for future dwellings along with commensurate setbacks from classifiable vegetation.
- Subdivision design should ensure that future re-vegetation or natural restoration of the vegetation
  within open space areas, reserves or streetscapes does not compromise the BAL setbacks and any
  other planned bushfire mitigation measures.

# Appendix 1 – Response to Panel Recommendations

| No. | Panel Recommendation  | Officer Response  | Recommendation   |
|-----|---|---|--|
|     | The Precinct Structure Plan generally   |   |  |
| 1   | Update the PSP to reflect the Panel's suggested changes detailed throughout this report and listed in Appendix E.   |   | Make required changes as appropriate   |
| 2   | Council review the wording of its regulations and guidelines where applicable to ensure that the terms 'must' and 'should' are appropriately placed.  | Accepted  | Make required changes as<br>appropriate  |
|     | Western Growth Boundary   |   |  |
| 3   | Council include 'urban growth potential' for the balance of Spring Creek with appropriate community engagement as part of its Rural Hinterland Futures Project.   | This recommendation goes beyond the scope of the amendment. Urban growth further to the west is not contemplated by Council's strategic planning policies, including the SFP2040 and Clause 21.08 Torquay Jan Juc Framework Plan, and was not entertained by the former Minister for Planning upon rezoning of Spring Creek to UGZ. Land between Bellbrae and the western town boundary is designated as a green break. | Not supported  |
| 4   | Provide a notation on the PSP showing the area south-west of the PSP boundary as a 'Strategic Investigation Area.   | As above  | Not supported  |
|     | Road Network  |   |  |
| 5   | VicRoads and Council review the decision to delete the signalisation of the Great Ocean Road/Strathmore Drive East/connector street intersection as proposed in the exhibited PSP in favour of un-signalised staggered T-intersections.   | Upon further discussions with Council, VicRoads confirmed its preference for an un-signalised T-intersection. VicRoads is confident that such an arrangement would work satisfactorily in combination with a pedestrian crossing.   | Replace the signalised intersection at Great Ocean Road/Strathmore Drive East with an un-signalised left in/left out intersection. |
| 6   | Should the review confirm the decision to replace the signalisation of the intersection with un-signalised staggered T-intersections, the PSP Plan 7 (Road Network, Public Transport and Trail) be amended as follows:  a) show a re-aligned north south access street to create a T-intersection with the Great Ocean Road approximately midway between Strathmore Drive East and Torquay Boulevard  b) change the designation of the north south access street from Connector Street to Local Access Street – Level 2 | Accepted  | Amend PSP Plan 7 as per<br>Panel recommendation  |

| No. | Panel Recommendation   | Officer Response  | Recommendation  |
|-----|--|---|---|
|     | <ul> <li>include an additional connection from the north south access street to Duffields<br/>Road south of Ocean View Crescent subject to resolution of the environmental<br/>and sight distance issues raised by Council.</li> </ul>   |   |   |
| 7   | Should the review confirm the decision to replace the signalisation of the intersection with un-signalised staggered T-intersections:  a) a pedestrian refuge should be constructed as part of the T-intersection as an interim measure  b) VicRoads and Council should monitor pedestrian and cyclist numbers crossing the Great Ocean Road and traffic volumes with the view to installing pedestrian activated traffic signals when warranted   | Accepted  | Include the provision of a pedestrian crossing in the design of the intersection and include as a DCP item.                     |
| 8   | As development occurs in the Spring Creek precinct, Council should monitor the increase in traffic volumes on Ocean View Crescent to determine whether the installation of traffic calming measures to discourage through traffic is warranted.  | Accepted  | Monitoring to occur at the appropriate time   |
|     | Stormwater and drainage  |   |   |
| 9   | Redraft the PSP section 3.6.1 Integrated water cycle management, the annotation to Plan 8 Integrated Water Management as follows:  a) make it clear and explicit that the PSP requirements with respect to the water management system and the location of drainage infrastructure are indicative only and can be amended at the subdivision approval stage.  b) provide clarity and future guidance for the assessment by the responsible authority of development proposals.  c) Amend R55 to state:  Final methodology, design and boundary of waterway and drainage reserves and infrastructure, including retarding basins, stormwater quality treatment infrastructure and associated paths, boardwalks, bridges and planting is to be agreed at the time of making an application for subdivision to the satisfaction of the responsible authority and the catchment management authority where required. | Accepted. Consistent with Council's recommendation to the Panel.  | Redraft relevant PSP requirements/guidelines at section 3.6.1 and note on Plan 8  |
| 10  | Amend PSP Plan 8 Integrated Water Management as follows:  a) delete WL15 and WL21  b) provide a conceptual layout in place of these deleted water bodies to show water management infrastructure at a downstream location.   | Further work has been undertaken to consider the appropriateness of deleting WL15 and WL21. The Panel recommendations are accepted. | Amend Plan 8 to delete WL15<br>and WL21 from 200-220 Great<br>Ocean Road and show a<br>stormwater basin closer to the<br>creek. |
| 11  | Council give further consideration in consultation with affected landholders to mechanisms to provide for the equalisation of contributions to shared water  | Accepted  | The use of Section 173 Agreements at the subdivision  |

| No. | Panel Recommendation   | Officer Response  | Recommendation  |
|-----|--|---|---|
|     | management infrastructure.   |   | stage is an acceptable<br>mechanism to provide for<br>shared infrastructure.  |
| 12  | Add the following sentence at the end of R70 to state:unless the liability arises pursuant to an agreement under section 173 of the Planning and Environment Act 1987, in which case Council is obliged to satisfy the liability in accordance with the agreement. | Accepted  | Redraft R70   |
|     | Biodiversity   |   |   |
| 13  | Amend the wording of R23 of the PSP to allow for a permit application to remove<br>native vegetation identified for protection in the NVPP.  | Accepted  | Redraft R23   |
| 14  | Council consider using the best part of GW5 as a net gain native vegetation offset, with consideration of appropriate public access that manages identified threats and protects the values of the biodiversity asset.   | Council's position at the Panel was that it opposed acceptance of the site as an offset site given the ongoing management responsibilities that would be placed on Council and restrictions on public access. Further investigations and internal discussions have confirmed this position.   | Not accept the best part of GW5 as a net gain native vegetation offset site   |
| 15  | Remove SRW1 from the PSP and NVPP as vegetation proposed for retention in a conservation reserve.  | To date Council has not been able to produce conclusive evidence that public funding was used for the planting of trees within this vegetation patch, although there is strong indication that the revegetation was part of a publicly funded program. The panel recommended that the vegetation be retained to provide habitat benefits, but that it should be removed as a conservation reserve and should not be subject to a planning permit or offset requirement under Clause 52.17. Without a record of public funding, Council cannot mandate the retention of the vegetation. As the Panel recommended retention of this vegetation to provide habitat benefits, it is recommended that the vegetation be included in the NVPP as vegetation identified for 'practical retention'. Given the vegetation would be contained within the creek buffer, this is viable option. | Remove the patch of SRW1 at 200 Great Ocean Road as a conservation reserve and include it in the NVPP as vegetation identified for 'practical retention'. |
| 16  | Review the status of native vegetation at 160 and 195 Grossmans Road, and amend  | Further investigations have been undertaken by  | No changes required to  |

| No. | Panel Recommendation   | Officer Response   | Recommendation   |
|-----|--|--|--|
|     | the Biodiversity Assessment and NVPP accordingly.  | Ecology & Heritage Partners. The investigations confirm that the vegetation is regrowth that can be classified as native vegetation. It has been correctly mapped as a native vegetation patch.  | Biodiversity Assessment and NVPP   |
|     | Open space   |  |  |
| 17  | Council should prepare a detailed assessment of how active open space needs of Spring Creek residents will be met, and review the requirement for passive open space contribution accordingly, to achieve a passive and active open space contribution of no more than 10 percent, and in line with the Open Space Strategy and Community Infrastructure Assessment. | The recommendation is contrary to the aim of providing a natural open space system based around waterways and conservation reserves. Further work has been undertaken to justify the proposed open space provision. The active open space needs of Spring Creek residents will be largely met by existing sporting reserves outside the precinct (e.g. Spring Creek and Bob Pettitt Reserves) and future provision of new reserves elsewhere in Torquay, to be informed by the Community Infrastructure Needs Assessment which is currently underway. A number of unconstrained areas have been identified within the precinct that are suitable for informal, unstructured active uses. | Maintain open space provision generally as per exhibited PSP.  |
| 18  | Review waterway buffer widths and amend these in association with the review of open space provision, in response to site specific considerations and constraints such as amenity, topography and the need for open space linkages.  | The recommendation to scale back the buffers is contrary to the aim of providing creek buffers in excess of minimum standards to protect waterways, remnant vegetation and aboriginal cultural heritage and to provide for wildlife corridors and recreational use (walking/ cycling trails).  Site specific technical information has been reviewed and it is considered that the width and alignment of buffers is justified.  | Maintain creek buffers as per exhibited PSP.   |
| 19  | Review the distribution of local and neighbourhood parks to ensure that provision within 400 metres of at least 95 percent all dwellings is achieved.  | The distribution of local and neighbourhood parks has been reviewed and it is considered that the aim of providing open space within 400 metres of at least 95 percent all dwellings is generally achieved.  | Panel recommendation satisfied   |
| 20  | If part of GW5 is secured as a net gain offset and Council is not able to manage this asset, then a suitable alternative land manager be secured.  | It is unlikely that there is a land manager other than Council that would be willing to adopt management responsibility of the reserve.  | As per Recommendation 14, it is recommended that Council not accept part of GW5 as an offset site. It is the developer's |

| No. | Panel Recommendation   | Officer Response  | Recommendation   |
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|     |  |   | responsibility to pursue an<br>alternate land manager if it<br>wishes to use the patch as an<br>offset site. |
| 21  | Amend the native vegetation patch identified as GW5 on 200-220 Great Ocean Road as follows:  a) re-shape to minimise the boundary to area ratio b) include credited open space in the south western patch that has a degraded understorey and sparse trees c) develop this south western patch as a Bellarine Yellow Gum reserve that is sensitively designed and managed for passive open space that protects and respects the environmental values of this area. | The configuration and use options of vegetation patch GW5 at 200-220 Great Ocean Road have been reviewed. It is considered that the south western portion of the patch is suitable as a passive open space reserve. There is opportunity for the provision of a nature play park and the majority of Bellarine Yellow Gums would be retained. | Amend Plan 6 to show the south-western portion of GW5 as credited open space.                                |
| 22  | Relocate OS-08 local park to incorporate trees 41 – 47.  | Accepted. Consistent with Council's recommendation to the Panel.  | Amend Plan 6 to relocate OS-08.  |
| 23  | Review the size and configuration of OS-01, OS-02 and OS-13, and resize based on strategic justification for environmental or open space purposes.   | The size and configuration of OS-01 and OS-02 have been reviewed. OS-13 has been reviewed in light of Recommendation 21.  | Amend Plan 6 to reduce the width of OS-01 and OS-02 and reconfigure OS-13.                                   |
| 24  | Council should determine a suitable treatment for the southern boundary of 231 Grossmans Road to ensure open space continuity, for example public open space along the waterway with fence to the northern side of the creek.  | Not accepted. The area is outside the PSP and no further development to the west is supported.  | Reject Panel recommendation  |
|     | Density  |   |  |
| 25  | Amend O5 to read: Provide for a range of residential densities that reduce along Spring Creek and Grossmans Road, near rural land, and increase to allow the creation of lots of less than 600 square metres within a reasonable walking distance of the neighbourhood activity centre and the school.   | Accepted in principle   | Amend O5 generally in accordance with Panel recommendation.  |
| 26  | Add G18 to state: Greater housing diversity is encouraged within a reasonable walking distance of the neighbourhood activity centre and the school.  | Accepted  | Amend PSP to add G18.  |
| 27  | Amend the land budget and associated mapping highlighting density accordingly, with a view to increasing densities to at least 12-13 dwellings per hectare.  | Options to expand the area of 500-600m² lots around the neighbourhood centre and school have been investigated. It is recommended that 500-600m² lots be provided within 400m of the neighbourhood centre, 200m of the school and 100-200m of local convenience centres.  To increase housing diversity and a more diverse                    | Amend Plan 3 to increase housing diversity and to more closely achieve the density targets of the Panel.     |

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|     |   | community it is recommended that pockets of medium density housing be provided immediately adjacent to the neighbourhood and local centres.  |   |
|     | Activity Centres & Community Facilities   |  |   |
| 28  | Amend the UGZ Schedule to ensure that early delivery of the NAC can be considered through a planning permit application with supporting evidence.   | Accepted   | Amend UGZ1  |
| 29  | Reinstate the asterix on Map 1 of the UGZ and Plan 5 of the PSP denoting a Local Convenience Centre in the northern precinct.   | Accepted   | Amend Maps to denote local convenience centres  |
| 30  | <ul> <li>Add the following guideline in relation to Community Facilities:</li> <li>Where the responsible authority is satisfied that land shown as a local community facility on Plan 3 is unlikely to be used for that purpose, that land may be used for an alternative purpose which is generally consistent with the surrounding land uses and the provisions of the applied zone.</li> </ul>   | Accepted   | Amend PSP to add guideline at section 3.3.2   |
|     | Drafting issues   |  |   |
| 31  | Delete G17.   | Accepted   | Amend PSP to delete G17   |
| 32  | <ul> <li>Insert the following preamble above Table 2 of the Residential Design Control to state:</li> <li>This table constitutes the residential design controls contemplated by Clause 4.7 of Schedule 1 to the Urban Growth Zone. These controls should inform the Memorandum of Common Provisions required by Clause 4.7 of Urban Growth Zone Schedule 1, and may be adopted in full or part as either mandatory or discretionary provisions, in conjunction with an application for subdivision, to the satisfaction of the Responsible Authority. These controls may also be varied at the discretion of the Responsible Authority.</li> </ul> | Not accepted. Drafting in the manner proposed by the Panel would result in the application of the RDC's being optional to the discretion of the relevant developer. There will be no guarantee that a developer will apply the RDC's or a developer may cherry pick the elements that suit a particular development.   | Maintain the RDC's as mandatory provisions that must inform MCPs at the subdivision permit stage. |
| 33  | Amend the following controls within Table 2 of the Residential Design Control:  RDC-3: minimum front setbacks to 4.0 metres and 3.0 metres for side setbacks across all columns.  RDC-5: The area of a lot covered by buildings should not exceed 35 per cent  RDC-6: At least 40 per cent of a lot must be available for the planting of vegetation and provision of permeable surfaces (excludes driveways and tennis courts of all surface types)  | Further work has been undertaken to justify the application of the design controls and to look at the specific drafting of the controls.  RDC-3: A reduction of the front setbacks to 4m is not supported for 600-900m² and 1500-2000m² lots. This should be kept at 6m. Consider reducing to 5m for 500-600m² lots. A reduction of the side street setbacks to 3m is supported for all lots.  RDC-5: Amend to allow site coverage up to 50% where a 7 star single storey house is | Replace RDC table with amended table.   |

| No. | Panel Recommendation  | Officer Response  | Recommendation                |
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|     |   | proposed.   |                               |
|     |   | <ul> <li>RDC-6: replace with a minimum garden area</li> </ul> |                               |
|     |   | requirement as per the new State government                   |                               |
|     |   | provisions for the residential zones.                         | 5 1 6 1 00                    |
| 34  | At section 3.2, in the first paragraph delete the words "co-located with" and replace them with "and".              | Accepted  | Redraft section 3.2           |
| 35  | Delete R8 and redraft as a Guideline. As a guideline, amend the following dot points:                               | Redrafting as a guideline is not supported, as the            | Retain R8 as a requirement    |
|     | <ul> <li>Third: Provide staging (if relevant) and indicative timing of the development</li> </ul>                   | requirement for a Concept Plan for the                        | and redraft dot points as per |
|     | <ul> <li>Fourth: If appropriate, incorporate public transport services into the design of the<br/>centre</li> </ul> | Neighbourhood Centre should be a mandatory requirement.       | Panel recommendation          |
|     | <ul> <li>Eighth: Address interim management of the land required for longer term</li> </ul>                         |   |                               |
|     | expansion (if relevant having regard to any staging and timing of development)                                      | The drafting changes to the dot points are accepted.          |                               |
|     | so that the land is not kept in an unattractive or neglected state for long periods.                                |   |                               |
| 36  | Redraft R10 and after the words "as illustrated on Plan 5", insert the words "or by                                 | Accepted  | Redraft R10                   |
|     | reference to an approved Concept Plan pursuant to Clause 2.6 of UGZ1".  |   |                               |
| 37  | Delete R12.   | Accepted  | Delete R12                    |
| 38  | Delete the words "car parking and" from G18.  | Not accepted  |                               |
| 39  | Insert the following new Guidelines: G18A Buildings within the neighbourhood centre                                 | It is considered that these guidelines (which replace         | Insert amended Appendix B     |
|     | must provide:   | R12) are not required as they are covered by the              |                               |
|     | <ul> <li>Primary vehicle access from the connector street</li> </ul>  | neighbourhood centre design principles in Appendix            |                               |
|     | <ul> <li>Positive and active building frontages addressed towards to the adjoining street<br/>network</li> </ul>    | B of the PSP.   |                               |
|     | <ul> <li>Service and loading areas that manage amenity impacts the surrounding<br/>residential area.</li> </ul>     |   |                               |
| 40  | Insert G18B: Address the Activity Centre Design Guidelines as appropriate having                                    | Not accepted.   | Retain as a requirement under |
|     | regard to the context, scale and topography of the neighbourhood centre.  | •   | R8                            |
| 41  | Insert G18C: Demonstrate how the neighbourhood centre provides for a range of                                       | Not accepted.   | Retain as a requirement under |
|     | compatible commercial, residential and community uses.  |   | R8                            |
| 42  | Insert G18D: Provide appropriate opportunities for higher density housing or  | Not accepted.   | Retain as a requirement under |
|     | specialised accommodation such as serviced apartments, aged care or retirement                                      |   | R8                            |
|     | living.   |   |                               |
| 43  | Insert G18E: Locate and design car parking areas to manage negative amenity   | Not accepted.   | Retain as a requirement under |
|     | impacts.  |   | R8                            |
| 44  | Insert G18F: Locate and design service areas for deliveries and waste disposal                                      | Not accepted.   | Retain as a requirement under |
|     | including access for larger vehicles with measures that manage impacts on adjoining                                 |   | R8                            |

| No. | Panel Recommendation  | Officer Response  | Recommendation                 |
|-----|---|---|--------------------------------|
|     | areas.  |   |                                |
|     | Urban Growth Zone Schedule  |   |                                |
| 45  | Amend Schedule 1 to the UGZ as outlined in Appendix D and make any consequential changes as a result of amendments to the PSP.  | Accepted in principle, unless where otherwise recommended in this report.   | Adopt the revised UGZ1         |
|     | Further recommendations   |   |                                |
| 46  | Council should work with DELWP to review and refine the NVPP, to include a rationale for native vegetation proposed for retention and removal, and respond to the specific matters raised by DELWP, including:  Minimisation strategy Review of the NVPP to minimise specific offsets Roadside vegetation inclusion Biodiversity Impact and Offset Requirements (BIOR) report Clearly explain vegetation for practical retention Rewording tree protection zone requirements Information that explains the difference between specific and general offsets, and the offset requirements of landholders. | The NVPP has been refined and updated in consultation with DELWP.   | Adopt the revised NVPP         |
| 47  | The impact of climate change should be modelled for stormwater for the precinct, and to ensure that design detail for each stage of the development demonstrates a response to this modelling.  | Advice provided previously by Council's consultants on the impact of climate change confirmed that the proposed stormwater management approach, combined with the natural topography of the site, has enough built in conservativeness to cater for events outside of those modelled in the Study such as the possible effect of climate change.  The stormwater modelling report has been updated to include reference to the likely impact of climate change. | Panel recommendation satisfied |

## Other recommendations in the Panel report that are not included in the list of recommendations

| No. | Panel Recommendation   | el Recommendation Officer Response   |   |
|-----|--|--|---|
|     | Biodiversity   |  |   |
| Α   | In relation to wildlife and kangaroos, the Panel supports DELWP's recommendations<br>and Council's proposal to include Kangaroo Management Principles in the PSP and<br>Construction Environmental Management Plans. | Support noted  | Redraft PSP and UGZ1  |
| В   | Council should undertake further work to understand climate change impacts on native vegetation across the site, and determine suitable revegetation species.  | Accepted in principle. Council could consider preparing a landscape planting list for Spring Creek.  | Prepare a landscape planting list with suitable species for Spring Creek.                         |
|     | Climate change and environmental sustainability  |  |   |
| С   | More comprehensive application of Appendix F to achieve the goal of environmentally sustainable development across the precinct.   | As currently drafted, the PSP only requires a response to Appendix F in Section 3.2 (activity centres). The Panel's recommendation is supported and it is recommended that the sustainability principles also apply to residential development across the precinct.  | Amend the PSP to require all development to consider the sustainability principles at Appendix F. |
|     | Open Space   |  |   |
| D   | The Applied Zone Provisions in the exhibited UGZ1 should be amended to remove the open space categories PCRZ and PPRZ, and that these areas be rezoned once vested in Council.                                       | Accepted. The exact size and location of open space and conservation reserves will be determined through detailed design at the subdivision stage.   | Amend the UGZ1 to delete the PCRZ and PPRZ from the applied zone provisions.                      |
| Е   | The buffer arrangements along the western boundary as proposed by Council are appropriate.   | Support noted.   | Insert requirement for buffer into PSP.   |
|     | Urban Growth Zone Schedule 1   |  |   |
| F   | At Clause 2.8 of the UGZ1, increase the maximum building height to 9 metres (or 10m where slope exceeds 2.5 degrees)   | Not supported. The 7.5m maximum building height proposed by Council is not a mandatory requirement but a permit trigger. Heights above 7.5m can be considered subject to a planning permit. Increasing the height to 9m as of right is not consistent with the rest of Torquay-Jan Juc and the other coastal townships in the Shire. | Reject Panel recommendation   |

# Response to the Panel's recommended drafting changes to the PSP (Appendix E of the Panel Report)

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016)   | Panel Recommendation                        | Council response to<br>Panel recommendation  |
|----------------|--|---|---|--|
| 1.0            | Amend final sentence to "through the construction of approximately 2,400 dwellings to accommodate more than 6,000 people".       | Not supported.  | Agree with Council.                         | If density increases as per response to Rec 27, then population and housing estimates will require updating accordingly. |
|                | Update population figure to account for density suggestions.   | Not supported.  | Subject to other changes, covered by rec 1. | As above   |
| 1.1            | Delete 2 <sup>nd</sup> dot point: Enables the transition of non-urban land to urban land.  | Not supported. This is one of the key purposes of a PSP and the UGZ.  | Agree with Council.                         | Noted  |
|                | Delete reference to Open Space Strategy 2016-2026.   | Not supported. The strategy is not a reference document in the Planning Scheme, but is an adopted document that has informed the PSP. | Agree with Council.                         | Noted  |
| Plan 3         | Change "residential (lot size 500-600m sq)" to "medium density residential (townhouses and terraced housing)".                   | Not supported.  | Agree with Council.                         | Noted  |
|                | Change "residential (lot size 600-900m sq)" to conventional density residential (minimum average lot size at least 500m sq)".    | Not supported.  | Agree with Council.                         | Noted  |
|                | Remove "residential (lot size 1500-2000m sq)" category.  | Not supported.  | Agree with Council.                         | Noted  |
|                | Remove the waterway and drainage reserve from Property 1 (225 Grossmans Road).   | Not supported.  | Agree with Council.                         | Noted  |
|                | Review the conservation reserve from Property 1 (225 Grossmans Road).  | Not supported.  | Agree with Council.                         | Noted  |
|                | Delete open space OS-01 (encumbered and unencumbered) and waterway corridor/drainage asset from Property 2 (165 Grossmans Road). | Not supported.  | See rec 23.                                 | See response to Rec 23   |
|                | Extend road to PSP boundary (260 Great Ocean Road).  | Council does not support any roads terminating at the western boundary.   | See rec 4. (southern portion)               | Not supported. See response to Rec 4.  |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)   | Panel Recommendation | Council response to<br>Panel recommendation    |
|----------------|---|---|----------------------|--|
|                | Change designation of 1500-2000sqm lots along south-west boundary to residential (lot size 600-900sqm). | Not supported.  | See rec 26, 27       | Maintain larger lots along<br>western boundary |
|                | Pedestrian access over Spring Creek to be realigned.  | Council accepts that the location of the pedestrian bridge may be reviewed subject to further detailed site investigations.   | Agree with Council.  | Noted  |
|                | Local access road to be relocated closer to creek (200-220 Great Ocean Road).                           | Council does not support a reduction to the creek buffers.  | See rec 18           | See response to Rec 18                         |
|                | Waterway to be removed (200-220 Great Ocean Road).  | Not supported.  | See rec 10           | See response to Rec 10                         |
|                | Dam within open space to be relocated (200-220 Great Ocean Road).                                       | Not supported.  | See rec 10           | See response to Rec 10                         |
|                | Open space allocation to be reduced (200-220 Great Ocean Road).   | Not supported.  | See rec 17           | See response to Rec 17                         |
|                | Area of vegetation to be slightly reduced (200-220 Great Ocean Road).                                   | Not supported.  | See rec 21           | See response to Rec 21                         |
|                | Dam within vegetation to be removed (200-220 Great Ocean Road).   | Not supported.  | See rec 10           | See response to Rec 10                         |
|                | Higher density residential land to be encouraged around the school site (200-220 Great Ocean Road).     | Not supported.  | See rec 26           | See response to Rec 26                         |
|                | Dog-leg to be re-oriented (200-220 Great Ocean Road).   | Not supported. Road frontage to school site to be maintained.   | Agree with Council   | Noted  |
|                | Higher order uses (ie medical centre, childcare centre, café) (200-220 Great Ocean Road).               | Council not opposed to higher order uses in this location, but submits these do not need to be shown on Plan 3 as they can be considered pursuant to the underlying residential zone. | Agree with Council   | Noted  |
|                | Development to be set back 30m from 1 in 10 year floodplain (200-220 Great Ocean Road).                 | Council does not support a reduction to the creek buffers.  | See rec 9, 10, 18    | See response to Rec 9, 10, 18                  |
|                | Drain within conservation area to be removed (200-220 Great Ocean Road).                                | Not supported.  | See rec 9            | See response to Rec 9                          |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016)  | Panel Recommendation                          | Council response to<br>Panel recommendation    |
|----------------|--|--|---|--|
|                | Proposed nature play area (200-220 Great Ocean Road).  | Council not opposed to delivery of nature play area in a suitable location, but should not be shown on Plan 3. | Agree with Council                            | Noted  |
|                | Removal of vegetated tail (200-220 Great Ocean Road).  | Strongly opposed for the reasons set out in Council's submissions.   | See rec 21                                    | See response to Rec 21                         |
|                | Remove open space and conservation reserve from Property 3 (195 Grossmans Road).                                     | Not supported.   | See rec 23                                    | See response to Rec 23                         |
|                | Move local access street to south or DCP fund to deliver (195 Grossmans Road).                                       | Not supported.   | Agree with Council                            | Noted  |
|                | Standard density lots along Grossmans Road.  | Not supported.   | Agree with Council                            | Noted  |
|                | Continue road to western boundary as per Rural Estates (260 Great Ocean Road).                                       | Not supported.   | See rec 3,4                                   | See response to Rec 3, 4                       |
|                | Standard density lots (along western precinct boundary) (260 Great Ocean Road).                                      | Not supported.   | Subject to other changes.<br>Covered by rec 1 | Maintain larger lots along<br>western boundary |
|                | Remove open space (along western precinct boundary) (260 Great Ocean Road).  | Not supported.   | See rec 22.                                   | See response to Rec 22                         |
|                | Reduce open space per overall reduction.   | Not supported.   | Subject to other changes, covered by rec 1.   | See response to Rec 17                         |
|                | Identify land for potential non-residential use (200-220 Great Ocean Road).  | Not supported.   | Agree with Council                            | Identify land as LCC                           |
|                | Reduce size of open space / conservation area to facilitate lots fronting connector (200-220 Great Ocean Road).      | Not supported.   | Subject to other changes, covered by rec 1.   | See response to Rec 21                         |
|                | If connector straightened against school submissions, move open space to land between connector and school boundary. | Not supported.   | Agree with Council                            | Noted  |
|                | Identify land around school for higher density residential.  | Not supported.   | See Rec 25, 26                                | See response to Rec 25-<br>27                  |
|                | Increase the size of the neighbourhood centre to 3ha.  | Supported.   | Agree with Council                            | Noted  |
|                | Notation on map or additional shading to designate potential medium / high density housing in and around the NAC.    | Not supported.   | Subject to other changes, covered by rec 1.   | See response to Rec 25-<br>27                  |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)   | Panel Recommendation | Council response to<br>Panel recommendation |
|----------------|---|---|----------------------|---|
| 2.1            | Amend 3 <sup>rd</sup> paragraph as follows: A range of housing densities will respond to the topography and sensitive interfaces, including the Spring Creek riparian corridor and rural land to the west, which is currently rural but is recognised as having potential for future residential development and is required by the Planning Scheme to be the subject of a further strategic planning exercise to identify preferred land uses. | Strongly opposed. Land further to the west is <u>not</u> identified by Council or any strategic documents for future residential development. | See rec 4            | See response to Rec 4                       |
|                | Amend 3 <sup>rd</sup> paragraph as follows: A range of housing densities will respond to the topography and sensitive interfaces, including the Spring Creek riparian corridor and rural land to the west, the proposed neighbourhood activity centre and the non-government school.  | Not supported.  | Agree with Council   | Noted                                       |
| 2.2            | Amend O5 "Provide for a range of residential densities and lot types, including medium density around the neighbourhood centre".  | Not supported.  | See rec 25           | See response to Rec 25                      |
|                | Amend O5 "Provide for a range of residential densities that reduce along Spring Creek and Grossmans Road, near rural land, and increase to allow the creation of lots of less than 600 square metres within a reasonable walking distance of the around the commercial centre neighbourhood activity centre and the non-government school."   | Not supported.  | See rec 25           | See response to Rec 25                      |
|                | Amend O5 "Provide for a range of residential densities that reduce along Spring Creek and Grossmans Road, near rural land north of Spring Creek, and increase around the commercial centre."  | Not supported.  | Agree with Council   | Noted                                       |
|                | Amend O11 "Deliver a permeable movement network of attractive streetscapes which connect residential, community and commercial uses and encourage walking and cycling and provide for future connection to land to the west."   | Strongly opposed. Land further to the west is <u>not</u> identified by Council or any strategic documents for future residential development. | See rec 4            | See response to Rec 4                       |
| Plan 4         | Change "residential (lot size 500-600m sq)" to "medium density residential (townhouses and terraced housing)".  | Not supported.  | Agree with Council   | Noted                                       |
|                | Change "residential (lot size 600-900m sq)" to conventional density residential (minimum average lot size at least 500m sq)".   | Not supported.  | Agree with Council   | Noted                                       |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016) | Panel Recommendation                        | Council response to<br>Panel recommendation  |
|----------------|---|---|---|--|
|                | Remove "residential (lot size 1500-2000m sq)" category.   | Not supported.                                  | Agree with Council                          | Noted  |
| 2.3            | Amend third and fourth sentences to: "The land budget shows that the PSP will yield 2,398 lots with an average density of approximately 13 dwellings per net developable hectare.  An average household size of 2.54 persons for conventional density housing (based on Victoria in Future 2015), is used to estimate the future population of the PSP area. On this basis, the future population of the PSP is estimated to be 6,091 residents." | Not supported.                                  | Agree with Council                          | If density increases around<br>the NAC and school, then<br>population and housing<br>estimates will require<br>updating accordingly. |
|                | Update dwelling yield and densities.  | Not supported.                                  | Subject to other changes, covered by rec 1. | As above   |
| Table 1        | Remove the waterway and drainage reserve from Property 1 (225 Grossmans Road).  | Not supported.                                  | Agree with Council                          | Noted  |
|                | Review the conservation reserve from Property 1 (225 Grossmans Road).   | Not supported.                                  | Subject to other changes, covered by rec 1. | Reviewed as part of further investigations into open space provision and review of vegetation along Grossmans Road.                  |
|                | Remove the individual lot size categories and just use the net developable area to calculate the dwelling capacity at 13 dwellings per hectare, i.e.:  NDA = 184.48  Dwell / NDHa = 13  Dwellings = 2,398   | Not supported.                                  | Subject to other changes, covered by rec 1. | If density increases around<br>the NAC and school, then<br>population and housing<br>estimates will require<br>updating accordingly. |
|                | Update to reflect submissions in relation to reduced areas of waterways, conservation area, open space.   | Not supported                                   | Subject to other changes, covered by rec 1. | Land use budget to be updated following changes to PSP.  |
| Plan 5         | Change "residential (lot size 500-600m sq)" to "medium density residential (townhouses and terraced housing)".  | Not supported.                                  | Agree with Council                          | Noted  |
|                | Change "residential (lot size 600-900m sq)" to conventional density residential (minimum average lot size at least 500m sq)".   | Not supported.                                  | Agree with Council                          | Noted  |
|                | Remove "residential (lot size 1500-2000m sq)" category.   | Not supported.                                  | Agree with Council                          | Noted  |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016)                                 | Panel Recommendation | Council response to<br>Panel recommendation                              |
|----------------|--|---|----------------------|--|
|                | Remove the local convenience centre and its catchment from Plan 5, and instead add a note in the legend "local convenience centre location to be determined"   | Supported.  | Agree with Council   | Panel recommendation not consistent with Rec 29 to reinstate the asterix |
|                | Inclusion of notation indicating that the location of a Local Convenience Centre is to be included on the landholding of 80 Duffields Road.  | Not supported.  | See rec 29           | See response to Rec 29   |
| R1             | Redraft as a guideline.  | Not supported. Maintain as a requirement.                                       | Agree with Council   | Noted  |
| R2             | Redraft as a guideline.  | Not supported. Maintain as a requirement.                                       | Agree with Council   | Noted  |
| R3             | Redraft as a guideline.  | Not supported. Maintain as a requirement.                                       | Agree with Council   | Noted  |
| G4             | Delete.  | Not supported.  | Agree with Council   | Noted  |
| G8             | After the phrase "abutting open space areas", insert the words "other than retaining walls constructed to a boundary".   | Not supported.  | Agree with Council   | Noted  |
| R4             | Redraft as a guideline.  | Not supported. Maintain as a requirement.                                       | Agree with Council   | Noted  |
| R5             | Redraft as a guideline.  | Not supported.  | Agree with Council   | Noted  |
| R6             | Add "(with the exception of lots fronting Grossmans Road)". This does not work in the current layout of large lots and open space in between the drainage line and Grossmans Road. Primary position is to delete open space. Secondary position is to remove this impracticable requirement. | Not supported. G43 provides discretion for alternative access to be considered. | Agree with Council   | Noted  |
|                | <ul><li>(a) Insert the word "any" before the words "dwellings fronting open space";</li><li>(b) Insert the words "in order to provide a physical separation between the dwelling and the open space, conservation reserve or arterial road".</li></ul>                                       | Not supported. Refer to wording previously provided by Council.                 | Agree with Council   | Noted  |
| R7             | Inconsistent with R6.  | Agree. Council has provided amended wording for R5, R6, R7.                     | Agree with Council   | Noted  |
|                | Redraft as a guideline.  | Not supported.  | Agree with Council   | Noted  |
| G15            | Modify to "Dwellings should must provide a positive address to abutting community centres and schools" and include as a requirement.   | Council is not opposed to this change.  | Retain as should     | Panel recommendation accepted  |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016)  | Panel Recommendation            | Council response to<br>Panel recommendation     |
|----------------|--|--|---------------------------------|---|
| G17            | Delete.  | Accepted.  | Agree with Council              | Noted   |
|                | Replace with "Lot sizes may be reviewed based on matters including design, orientation, topography, aspect and subdivision layout. Lot sizes may be provided both above and below the lot size ranges set out in Table 2 and Plan 3, provided that the average minimum lot size in a subdivision area does not fall below the minimum lot size provided for the relevant area."          | Not supported. Council agreed to delete G17.   | See rec 31                      | Accepted  |
|                | Add G18 – Greater housing diversity is encouraged within a reasonable walking distance of the neighbourhood activity centre and non-government school.   | Not supported.   | Agree with Council              | Panel recommendation not consistent with Rec 26 |
| Table 2        | Underneath the heading "Table 2 Residential design controls", insert the following words:  | Supported in part. Reword as follows:  | See rec 32                      | See response to Rec 32                          |
|                | This table constitutes the residential design controls contemplated by Clause 4.7 of Schedule 1 to the Urban Growth Zone. These controls should inform the MCP required by Clause 4.7 of UGZ1, and may be adopted in full or part as either mandatory or discretionary provisions, in conjunction with an application for subdivision, to the satisfaction of the Responsible Authority. | This table constitutes the residential design controls contemplated by Clause 4.7 of Schedule 1 to the Urban Growth Zone. These controls must inform the MCP required by Clause 4.7 of UGZ1. |                                 |   |
|                | Table 2 is unnecessarily prescriptive and should be deleted; these matters would be better covered at permit stage.  | Not supported. Council prefers the use of MCPs to reduce planning permit requirements.   | Agree with Council – see rec 32 | Noted   |
| RDC-1          | Delete.  | Not supported.   | Agree with Council              | Noted   |
|                | Change 500-600 sqm category to "medium density residential (townhouses and terraced housing) – no specific lot sizes".   | Not supported.   | Agree with Council              | Noted   |
|                | Change "residential (lot size 600-900m sq)" to conventional density residential (minimum average lot size at least 500m sq)".  | Not supported.   | Agree with Council              | Noted   |
|                | Remove "residential (lot size 1500-2000m sq)" category.  | Not supported.   | Agree with Council              | Noted   |
| RDC-3          | Amend to be in accordance with ResCode, i.e. 4m façade setback to dwellings and 2m size setback when adjoining a road.   | Not supported.   | Agree with Council              | Noted   |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016) | Panel Recommendation | Council response to<br>Panel recommendation   |
|----------------|--|---|----------------------|---|
|                | (a) Change minimum front setbacks to 4.0 metres. (b) Change minimum side setbacks to 3.0 metres.   | Not supported.                                  | See rec 33           | Alternative controls proposed                 |
| RDC-4          | Amend so that setbacks to rear boundaries are 3m not 20m and require landscaping along the boundary with land in the Farming Zone.   | Not supported.                                  | Agree with Council   | Noted   |
|                | (a) Delete the current additional requirements set out in relation to the 500-600sqm lots;   | Not supported.                                  | Agree with Council   | Alternative controls proposed                 |
|                | <ul><li>(b) Replace the requirements with the following words:</li><li>(i) A new wall should be located a minimum of 2.0 metres from a side boundary.</li></ul>  |   |                      |   |
|                | (ii) A new wall should be located a minimum of 5.0 metres from a rear boundary to facilitate privacy between upper levels of adjoining lots.   |   |                      |   |
| RDC-5          | Amend to allow site coverage up to 60 percent on sites less than 500 sqm.  | Not supported.                                  | Agree with Council   | Alternative controls proposed                 |
|                | (a) Amend site coverage from 35 percent to 50 percent; and (b) At the end of the sentence, insert the words "or 60 per cent including all impervious surfaces".  | Not supported.                                  | See rec 33           | Alternative controls proposed                 |
| RDC-6          | Amend to "Front setbacks must be planted with a canopy tree or trees".   | Not supported.                                  | Agree with Council   | Alternative controls proposed                 |
|                | (a) Amend reference to 50 percent to 40 percent; and (b) After the phrase "planting of vegetation", insert the words "and provision of permeable surfaces".  | Not supported.                                  | See rec 33           | Alternative controls proposed                 |
| 3.2            | 1st paragraph: delete the words "co-located with" and replace them with "and".   | Supported.                                      | See rec 34           | See response to Rec 34                        |
|                | 2 <sup>nd</sup> paragraph: replace the first sentence with: The Spring Creek Neighbourhood Centre will provide important economic support for the local both in the early phases of residential development in the PSP area and the subsequent growth of the Spring Creek community. | Not supported.                                  | Agree with Council   | Noted   |
| R8             | 1st bullet point: redraft as a Guideline which refers to the Activity Centre Design Guidelines.  | Not supported.                                  | Agree with Council   | Recommendation not consistent with Rec 35, 40 |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016) | Panel Recommendation | Council response to<br>Panel recommendation   |
|----------------|--|---|----------------------|---|
|                | 2 <sup>nd</sup> bullet point: redraft as a Guideline   | Not supported.                                  | Agree with Council   | Recommendation not consistent with Rec 35, 41 |
|                | 3rd bullet point: after the words "provide staging", insert "(if relevant)"  | Supported.                                      | See rec 35           | See response to Rec 35                        |
|                | 4th bullet point: insert the words "if appropriate" at the start of the point  | Supported.                                      | See rec 35           | See response to Rec 35                        |
|                | 5th bullet point: redraft as a Guideline   | Council suggests deleting this point.           | See rec 35           | See response to Rec 35,<br>42                 |
|                | 6th bullet point: redraft as a Guideline   | Not supported.                                  | See rec 35           | See response to Rec 35, 43                    |
|                | 7th bullet point: redraft as a Guideline   | Not supported.                                  | See rec 35           | See response to Rec 35,<br>44                 |
|                | 8th bullet point: after the words "longer term expansion", insert the words "(if relevant having regard to any staging and timing of development)"   | Supported.                                      | See rec 35           | See response to Rec 35                        |
| R10            | After the words "as illustrated on Plan 5", insert the words "or by reference to an approved Concept Plan pursuant to Clause 2.6 of UGZ1".   | Not supported.                                  | See rec 36           | See response to Rec 36                        |
| R12            | Redraft as a Guideline.  | Not supported.                                  | See rec 37           | See response to Rec 37                        |
| R13            | Redraft to read as follows:  A local convenience centre must be:  • provided for within the landholding of 80 Duffields Road, with the ultimate location to be approved by the Responsible Authority; and  • located on and positively address the adjoining street. | Not supported.                                  | See rec 29           | See response to Rec 29                        |
| G18            | Delete the words "car parking and".  | Not supported.                                  | See rec 38           | See response to Rec 38                        |
|                | Insert G18B-F  | Not supported                                   | See rec 39-44        | See response to Rec 35, 39-44                 |
| Plan 6         | Remove the waterway and drainage reserve from Property 1 (225 Grossmans Road).   | Not supported.                                  | See rec 9            | See response to Rec 9                         |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)  | Panel Recommendation | Council response to<br>Panel recommendation   |
|----------------|---|--|----------------------|---|
|                | Review the conservation reserve from Property 1 (225 Grossmans Road).   | Not supported.   | Agree with Council   | Reviewed as part of further investigations into open space provision and review of vegetation along Grossmans Road. |
|                | Remove OS-08 away from western boundary.  | Council has suggested OS-08 could be relocated to cover tree 41-47 as suggested in DELWP submission.   | See rec 22           | See response to Rec 22  |
| R15            | Reduce public open space contribution to 4 percent passive public open space.   | Strongly opposed. Council maintains a 10 percent POS contribution should be required consistent with other areas in Torquay.                                   | See rec 17           | See response to Rec 17  |
|                | Reduce public open space contribution to 5 percent.   | As above.  | See rec 17           | See response to Rec 17  |
| G25            | "may vary so long as it is not less than one hectare" does not make sense having regard to areas of in particular OS-02 but also 0S-01.   | Council already suggested the deletion of these words.   | See rec 23           | Deletion of wording accepted  |
| G30            | Modify to "School sites should must be provided with three street frontages, where practicable" and include as a requirement.   | Not supported. Council prefers this to remain as a guideline.  | Agree with Council   | Noted   |
| G31            | Modify to "Childcare, medical or similar facilities should be located proximate within the neighbourhood centre or in the potential non residential use location at the corner of Strathmore Drive and the Great Ocean Road". | Not supported. The underlying residential zone will enable these types of uses to be considered.   | Agree with Council   | Noted   |
| R23            | Native vegetation must be retained as described in the NVPP unless a permit is granted for its removal.   | Accepted.  | See rec 13           | See response to Rec 13  |
| R23            | Delete.   | Council accepts the submission that the requirement is contrary to the operation of the NVPP and Clause 52.16, however prefers wording suggested above by S43. | Agree with Council   | As above  |
| R25            | Reduce buffer zone along Spring Creek to 30m.   | Strongly opposed.  | See rec 17, 18       | See response to Rec 18  |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)   | Panel Recommendation | Council response to<br>Panel recommendation |
|----------------|---|---|----------------------|---|
|                | Reduce buffer zone along Spring Creek to 50m.   | Strongly opposed.   | See rec 17, 18       | See response to Rec 18                      |
| G36            | Reduce buffer zone along northern tributaries to 10m.   | Strongly opposed.   | Agree with Council   | See response to Rec 18                      |
|                | Modify to refer to reduced buffer of 0m – 10m.  | Not supported.  | Agree with Council   | See response to Rec 18                      |
| Plan 7         | Reinstate the road connection from Grossmans Road to Property 1 (225 Grossmans Road).   | Not supported.  | Agree with Council   | Noted                                       |
|                | Amend the "local access street – level 1" adjacent to Grossmans Road to "local access place".   | Supported   | Agree with Council   | Noted                                       |
|                | Offset the two potential bus routes that connect to Strathmore Drive to avoid the need to install signalised intersections on the Great Ocean Road.   | Council supports removal of signalised intersection at Strathmore Drive East.   | See rec 5,6,7        | See response to Rec 5, 6, 7                 |
|                | Deletion of service road along Grossmans Road. Instead, propose a limit on the number of driveways able to have direct access to Grossmans Road.  | Not supported. G43 provides discretion for alternative access to be considered.   | Agree with Council   | Noted                                       |
|                | (a) Delete signalised intersection on the Great Ocean Road, to be replaced with an unsignalised T-intersection;   | Supported in principle.   | See rec 5,6,7        | See response to Rec 5, 6, 7                 |
|                | (b) Insert a secondary vehicular entry point to the proposed NAC along Duffields Road   |   |                      |   |
| R31            | Modify to allow lots that provide good amenity to the waterways and open space to not require a frontage road to open space.  | Council proposed the addition of<br>the words "paper roads" to provide<br>flexibility for a range of interface<br>options to be considered. | Agree with Council   | Noted                                       |
| G43            | Modify to refer to Grossmans Road, east of Messmate Road, Or Exempt low density allotments (1500sqm – 2000sqm) fronting Grossmans Road from this requirement and allow them to be accessible without additional road reserve widths by using direct crossovers. | Not supported. G43 provides discretion for alternative access to be considered.   | Agree with Council   | Noted                                       |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)  | Panel Recommendation | Council response to<br>Panel recommendation |
|----------------|---|--|----------------------|---|
| G43            | Vehicle access to lots fronting Grossmans Road should be provided from existing crossings or service road, local internal loop road or rear lane, or a combination of the two, to the satisfaction of the coordinating roads authority.   | Not supported. G43 provides discretion for alternative access to be considered. Where land is not subdivided, existing dwellings will be allowed to maintain existing driveways. | Agree with Council   | Noted                                       |
| R51            | Replace "as an integral part of" with "to interface with the".  | Supported.   | Agree with Council   | Noted                                       |
| Plan 8         | Remove the waterway corridor from Property 1 (225 Grossmans Road).  | Not supported.   | Agree with Council   | See response to Rec 9                       |
| 3.6.1          | Under the heading "Integrated water cycle management', insert the following words:  Further to the requirements and guidelines set out below, a landowner may design an alternative stormwater management system to what is currently set out in Plans 3, 4, 6, 8, 9 and Table 5 of this PSP and Map 1 set out in UGZ1. In the event that a landowner proposes an alternative stormwater management system to what is proposed in this PSP and the UGZ1, it is the intent of this PSP and the UGZ1 that Surf Coast Shire Council and the Corangamite Catchment Management Authority (where relevant) are capable of considering and assessing the alternative stormwater management system proposed, and approve the alternative stormwater system is approved by the Surf Coast Shire Council and Corangamite Catchment Management Authority, the alternative stormwater management system is to be considered to be generally in accordance with this PSP (including Plans 3, 4, 6, 8 and 9 and Table 5) and Map 1 of UGZ1.  To the extent that an approved alternative stormwater management system encumbers part of the land identified in Table 1 and Appendix A to this PSP must be adjusted to reflect the extent of unencumbered credited open space resulting from the construction of the approved alternative stormwater management system. | Not supported. Council has provided additional wording to the note on Plan 7.  | See rec 9            | See response to Rec 9                       |
| R52            | The stormwater management system must be designed in accordance with depicted in Plan 8 is indicative only. The stormwater management system must be unless otherwise approved by the responsible authority.  | Not supported. Council has provided additional wording to the note on Plan 7.  | See Rec 9            | See response to Rec 9                       |

| PSP<br>Section | Change requested by submitters at the Panel hearing   | Council submission to the Panel (November 2016)                                  | Panel Recommendation            | Council response to<br>Panel recommendation   |
|----------------|---|--|---------------------------------|---|
| R55            | After the word "final", insert the word "methodology".  | Supported.   | Agree with Council              | Noted   |
|                | After the words "drainage reserves", insert the words "and infrastructure, including".  | Supported.   | Agree with Council              | Noted   |
|                | Delete the words "must be" and replace them with "is to be agreed at the time of making an application for subdivision".  | Not supported.   | Agree with Council See<br>Rec 9 | See response to Rec 9   |
| Table 5        | Remove the waterway from Property 1 (225 Grossmans Road).   | Not supported.   | Agree with Council              | See response to Rec 9   |
|                | Remove WL21.  | Not supported.   | See rec 10                      | See response to Rec 10  |
|                | Amend note The areas and corridor widths identified in this table are indicative only and are subject to refinement alteration during detailed design to the satisfaction of the Corangamite Catchment Management Authority and the responsible authority.            | Supported as is generally consistent with suggested wording provided by Council. | Agree with Council              | Noted   |
| R63            | Rationalisation of words "except where it is included in the DCP or outlined as the responsibility of an agency".   | Supported.   | Agree with Council              | Noted   |
| R69            | Delete last dot point.  | Not supported.   | Agree with Council              | Noted   |
| R70            | At the end of the paragraph, insert the following words: unless the liability arises pursuant to an agreement under section 173 of the Planning and Environment Act 1987, in which case Council is obliged to satisfy the liability in accordance with the agreement. | Not supported.   | See rec 12                      | See response to Rec 12  |
|                | Accepts amended Parklea wording to account for Section 173 agreements.  |  | See rec 12                      | See response to Rec 12  |
| 3.7.3          | At the end of the fourth bullet point, insert the words "if applicable".  | Supported.   | Agree with Council              | Noted   |
| Table 6        | Add local access road to the south of the drainage line.  | No supported. Local access roads are not part of DCPs.                           | Agree with Council              | Noted   |
| Арр. А         | Remove the waterway and drainage reserve from Property 1 (225 Grossmans Road).  | Not supported.   | Agree with Council              | See response to Rec 9   |
|                | Review the conservation reserve from Property 1 (225 Grossmans Road).   | Not supported.   | Agree with Council              | Considered as part of further investigations into open space provision and vegetation along Grossmans Road. |

| PSP<br>Section | Change requested by submitters at the Panel hearing  | Council submission to the Panel (November 2016)                | Panel Recommendation                       | Council response to<br>Panel recommendation  |
|----------------|--|--|--|--|
|                | For Property 4, remove the 0.7 hectares from the "Arterial Road – Widening and Intersection Flaring" column. | Not supported.   | Agree with Council                         | Noted  |
|                | Update to reflect submissions in relation to reduced areas of waterways, conservation area, open space.      | Not supported.   | Agree with Council                         | Panel recommendation not consistent with recommendations in relation to biodiversity and open space. Land use budget to be updated following any changes to PSP. |
| Арр. В         | Remove the cells setting out "Guidelines" next to each "Principle".  | Council in principle supports culling of number of guidelines. | Subject to other changes, covered by rec 1 | Accepted The number of guidelines have been reduced and rationalised.  |

### 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

### APPENDIX 3 PSP DOCUMENT CHANGES TABLE

# Amendment C114 – Spring Creek PSP – Document Changes Table

The following tables set out the changes to the exhibited documents following consideration of submissions and the Panel report (note: excludes minor wording changes and corrections)

### Precinct Structure Plan

| د ۲  |         | Exhibited PSP |  | Final PSP  | Reasoning for changes   | Origin  |
|------|---------|---------------|--|--|---|---|
| Page | Section | Element       |  |  |   |   |
| 4    |         | Plan 1        | Armstrong Creek urban growth area encroaches south of Mount Duneed Road  | Corrected map showing extent of Armstrong Creek urban growth area pulled back to north of Mount Duneed Road  | Mapping error   |   |
| INTR | ODUCTI  | ON            |  |  |   |   |
| 5    | 1.0     |               |  | Following paragraph inserted: The Spring Creek Precinct Structure Plan (the PSP) has been prepared by Surf Coast Shire Council (Council) with assistance from the Victorian Planning Authority (VPA) and in consultation with government agencies, service authorities and key stakeholders. | Paragraph moved from section 1.1  Name change from Metropolitan Planning Authority (MPA) to Victorian Planning Authority (VPA)  |   |
|      |         |               | The Spring Creek Precinct Structure Plan (PSP) provides the strategic framework to accommodate a proportion of the Torquay Jan-Juc's anticipated growth, from 13,000 to 25,000-30,000 residents over the next 25 years, through the construction of approximately 1,800 dwellings to accommodate more than 4,500 people. | The PSP provides the strategic framework to accommodate a proportion of Torquay Jan-Juc's anticipated growth, from 16,941 (2016 Census) to around 30,000 residents by 2036, through the construction of approximately 2,100 dwellings to accommodate close to 5,400 people.                  | Updated population data Updated dwelling and population projections as a result of increased dwelling densities   | Panel recommendation                                    |
|      |         |               | The PSP is a long-term plan which provides direction for urban development. It describes how land is expected to be used and developed, and identifies how and where community infrastructure and services are planned to support development.   | Deleted  | Paragraph is repeated under section 1.1   |   |
| 5    | 1.1     |               | The Spring Creek Precinct Structure Plan (the PSP) has been prepared by Surf Coast Shire Council (Council) with assistance from the Metropolitan Planning Authority (MPA) and in consultation with government agencies, service authorities and key stakeholders.  | Deleted  | Paragraph moved to section 1.0  |   |
|      |         |               | Plan Melbourne (Victorian Government, 2014)  | Plan Melbourne 2017-2050 (Victorian Government, 2017)  | Updated version of Plan Melbourne released by State government  |   |
|      |         |               |  | Inserted under 'The following planning documents have been developed in parallel with the PSP':  • Spring Creek Native Vegetation Precinct Plan (NVPP)   |   |   |
| 6    |         | Plan 2        | Legend: 5m contour interval  | 10m contour interval   | 5m interval shown in error  | S42 (Amex)  |
|      |         |               | 1 in 100 year flood / 1 in 10 year flood mapping   | Updated with recent flood mapping  | More recent flood mapping available. In particular the extent of the 1 in 100 year flood has been significantly reduced.  | S42 (Amex)  |
| 8    |         | Plan 3        | Neighbourhood Centre   | Land area of the Neighbourhood Centre increased from 2.1ha to 3ha  | Increase in land area of the centre required to accommodate the level of retail, other services and accommodation anticipated by the PSP. Retail floor area remains at 5000m <sup>2</sup> .   | S65 (Parklea)   |
|      |         |               | Local Convenience Centres  | Asterisk (2x) included to denote indicative location of local convenience centres  |   | Panel recommendation<br>S42 (Amex), S43 (Mack)          |
|      |         |               | Strathmore Drive East intersection   | North-south connector road on 140 Duffields Road realigned to create a left in/left out T-intersection midway between Strathmore Drive East and Torquay Boulevard, and reclassified as a local access street   | Signalised intersection at Strathmore Drive East not supported by VicRoads and a large number of submitters. Council agreed to replace the intersection with a left in left out T-intersection following discussions with VicRoads. | Panel recommendation 6<br>S26 (DEDJTR)<br>S65 (Parklea) |
|      |         |               | Waterway/drainage reserve 200-220 Great Ocean Road   | Waterway/drainage reserve and associated open space deleted,   | Deletion of waterway/drainage reserve supported by  | Panel recommendation                                    |

|      | _       | ı,      | Exhibited PSP   | Final PSP  | Reasoning for changes   | Origin  |
|------|---------|---------|---|--|---|---|
| Page | Section | Element |   |  |   |   |
|      |         |         | (Properties 12 and 13)  | and drainage basin relocated closer to creek   | Stormwater Modelling Report.  | S43 (Mack)  |
|      |         |         | Conservation reserve / open space 200-220 Great Ocean Road (Properties 12 and 13)   | Reserve reconfigured to show south-west portion as unencumbered open space   |   | Panel recommendation<br>S43 (Mack)                                  |
|      |         |         | Conservation reserves / open space 165 and 195 Grossmans Road (Properties 2 and 3)  | Open space and part of conservation reserves deleted   |   | Panel recommendation<br>S27 (Walker), S62<br>(Haebich)              |
|      |         |         | Open space reserve on western boundary of 80 Duffields Road (Property 6)  | Open space reserve relocated to north  | Relocation to cover significant trees   | Panel recommendation<br>S40 (DELWP)                                 |
|      |         |         | Residential   | Extended area of 500-600m <sup>2</sup> lots generally within 400m of neighbourhood centre, 200m of school and 100-200m of local convenience centres  | Greater extent of smaller lots allowed to provide greater housing diversity around the activity centres and school.             | Panel recommendation<br>S27 (Walker), S41<br>(Mondous), S42 (Amex), |
|      |         |         |   | Provision of medium density lots (<500m²) adjacent to neighbourhood centre and local convenience centres 1500-2000m² lots along Grossmans Road replaced with 600-900m² lots  |   | S62 (Haebich), S65 (Parklea)  |
| OUT  | COMES   |         | <u>'</u>  |  |   |   |
| Obje | ctives  |         |   |  |   |   |
| 9    | 2.2     | 01      | Provide an attractive, liveable and sustainable urban environment consistent with Torquay-Jan Juc's coastal character.  | To provide an attractive, liveable, <u>healthy</u> and sustainable urban environment consistent with Torquay-Jan Juc's coastal character.  | Minor change  |   |
|      |         | O2      | Promote the coastal-rural character of Surf Coast Shire by responding to significant landscape elements.  | To promote subdivision and building design that responds appropriately to significant landscape elements, existing topography and natural and built features.  | Merged with O3  |   |
|      |         | О3      | Respond appropriately to the existing topography and natural and built features.  | Delete   | Merged with O2  |   |
|      |         | O5      | Provide for a range of residential densities that reduce along Spring Creek and Grossmans Road, near rural land, and increase around the commercial centre.                                   | To provide for a range of residential densities that reduce along sensitive interfaces, including steep land north of Spring Creek and near rural land, and increase within a reasonable walking distance of the neighbourhood centre, non-government school and local convenience centres.  | To reflect the opportunity for greater housing diversity around the neighbourhood centre, school and local convenience centres. | Panel recommendation 25   |
|      |         | O6      | Provide access to services and facilities that meet the day-to-day needs of the local community through a well-located and designed neighbourhood centre and other local convenience centres. | To provide access to <u>a range of</u> services and facilities that meet the day-to-day needs of the local community through a well-located and designed neighbourhood centre and local convenience centres.   | Minor change  |   |
|      |         | New     |   | New objective: To create a vibrant, high amenity, accessible neighbourhood centre with a sense of place, local character and identity and opportunities for community interaction.   |   |   |
|      |         | O7      | Ensure residents have convenient access to the open space network.  | To support the development of a quality, well connected, accessible and useable public open space network that contributes to the liveability of the precinct, the health and wellbeing of the community and which complements the unique open space opportunities presented by Spring Creek and its tributaries and other environmental assets. |   |   |
|      |         | New     |   | New objective: To maximise the retention of Bellarine Yellow Gums and other significant remnant vegetation through responsive subdivision design and the provision of conservation reserves.   |   |   |
|      |         | New     |   | New objective:  To ensure that bushfire hazards are identified and that protection   | To implement findings of Bushfire Assessment  |   |

|      | _         | 4         | Exhibited PSP  | Final PSP  | Reasoning for changes  | Origin  |
|------|-----------|-----------|--|--|--|---|
| Page | Section   | Element   |  |  |  |   |
|      |           |           |  | measures are considered in the layout and design of the local street network, subdivisions and buildings and works.  |  |   |
|      |           | O13       | Deliver an integrated water management system that reduces reliance on reticulated potable water, increases the re-use of alternative water, minimises flood risk, ensures waterway health, and contributes towards a sustainable and green urban environment.   | To deliver an integrated <u>and resilient</u> water management system that reduces reliance on reticulated potable water, increases the re-use of alternative water, minimises flood risk, ensures waterway health, and contributes towards a sustainable and green urban environment.   | Minor change   |   |
| Sum  | mary lan  | d use bud | get  |  |  |   |
| 10   |           | Plan 4    | Land Use Budget  | Amended plan inserted  | To be consistent with amended Plan 3   |   |
| 11   | 2.3       |           | The Net Developable Area (NDA) is established by deducting the land requirements for community facilities, public and private education facilities, arterial roads and open space (local parks and reserve) from the total precinct area. The NDA for the precinct is 184.48 hectares which equates to 75 per cent of the PSP area.  The land budget shows that the PSP will yield 1,781 lots with an appearance density of consequences to 10 dwellings are not | The Net Developable Area (NDA) is established by deducting the land requirements for community facilities, public and private education facilities, arterial roads and open space (local parks and reserve) from the total precinct area. The NDAR for the precinct is 184.48 hectares which equates to 75 per cent of the PSP area.  The land budget shows that the PSP will yield 2,120 lots with an appropriate to the process of the p | Updated dwelling and population projections as a result of change to spatial distribution of lot sizes.  | Panel recommendation                              |
|      |           |           | average density of approximately 10 dwellings per net developable hectare.   | average density of approximately 11 dwellings per net developable hectare.   |  |   |
|      |           |           | An average household size of 2.54 persons for conventional density housing (based on Victoria in Future 2015), is used to estimate the future population of the PSP area. On this basis, the future population of the PSP is estimated to be 4,524 residents.  | An average household size of 2.54 persons for conventional density housing (based on Victoria in Future 2015), is used to estimate the future population of the PSP area. On this basis, the future population of the PSP is estimated to be 5,385 residents.  |  |   |
| 11   | 2.3       | Table 1   | Summary land use budget  | Table updated based on amended Plan 3  | Miscellaneous changes to allocation of land uses as a result of changes to lot size distribution, waterway/ drainage reserves, conservation reserves, open space.                              | Panel recommendations and submissions             |
| IMPL | EMENTA    | ATION     |  |  |  |   |
| lmag | je & char | acter     |  |  |  |   |
| 12   |           | Plan 5    | Neighbourhood character & housing  | Amended plan inserted  | To be consistent with amended Plan 3   |   |
| 13   | 3.1.1     | R1        | Subdivision must respond to the natural topography by minimising the extent of modification to existing ground levels and the risk of erosion through consideration of:  Alignment of roads and streets Orientation and size of lots Location and design of open space.  | Subdivision, engineering, landscape design and buildings and works must provide a sensitive response to the natural topography and landform and minimise the extent of modification to existing ground levels and the risk of erosion through consideration of:  the location and alignment of roads, trails and paths the orientation and size of lots the location and design of open space.   | Minor wording changes  |   |
|      |           | R2        | Street trees must be provided on both sides of all roads and streets (excluding laneways) at regular intervals appropriate to tree size at maturity and not exceeding the average intervals below unless otherwise agreed by the responsible authority.  AVERAGE INTERVAL  MATURE TREE SIZE  8 – 10 metres  Small tree  10 – 12 metres  Medium tree  | Street trees must be provided on both sides of all roads and streets (excluding laneways) at regular intervals appropriate to tree size at maturity and in accordance with the intervals below unless otherwise agreed by the responsible authority:  1 tree per lot frontage  2 trees per sideage for corner lots  Alternatively, street trees may be provided in groups where appropriate to reflect a more natural character.  Site specific design responses will be considered where subdivision design accommodates retention of remnant trees in the road reserve, to the satisfaction of the responsible authority.  | Average intervals may not line up with lot widths.  Provides for alternative and site specific responses.  | S42 (Amex)  |
|      |           | G3        | Existing vegetation should be retained within the public domain, including in open space and road reserves, where practicable.   | Trees not requiring protection under the Spring Creek NVPP, in particular Bellarine Yellow Gums, should be retained within road reserves and public spaces where practical for their landscape and amenity value, and where:  The trees are in good health and condition, as determined by   | To be consistent with operation of NVPP. To encourage the practical retention of trees in accordance with the NVPP. To ensure trees do not present a risk when incorporated into public areas. | Panel recommendation<br>S40 (DELWP)<br>S42 (Amex) |

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|      |         |         |  | <ul> <li>a qualified arborist; and</li> <li>Adequate space can be provided around them from adjoining structures, infrastructure and utilities for long term safe and viable retention, as determined by a qualified arborist.</li> </ul>  |   |                          |
|      |         | G7      | Trees in conservation reserves should contribute to habitat for indigenous fauna species, in particular arboreal animals and birds.  | Deleted  | This guideline is more appropriately located under Biodiversity (section 3.4.1)                       |                          |
|      |         | G8      | Front and side fences abutting open space areas should be visually permeable and not more than one metre in height forward of the front wall of the dwelling.  | Deleted  | Fencing is controlled by the Residential Design Controls in Table 2 of the PSP                        |                          |
|      |         | New     |  | New guideline: Earthworks, retaining structures and embankments should be designed carefully and sensitively to transition gradually into natural contours.  |   |                          |
|      |         | G11     | Built form should add to character by providing an attractive street address that encourages passive surveillance and visual interest.   | Built form should:     positively contribute to Torquay-Jan Juc's preferred coastal character     provide an attractive street address that encourages passive surveillance and visual interest     respond to topographical context and avoid negative visual bulk impacts on ridgelines     be compatible with and reflect the natural features of the precinct  | Amalgamation of G11, G12, G13 and G14   |                          |
|      |         | G12     | Building design on steeper sites should follow land contours and consider alternatives to slab-on-ground construction.   | Deleted  | Merged with G11   |                          |
| 14   | 3.1.1   | G13     | Building design should respond to topographical context and reduce negative visual bulk impacts on ridgelines by staggering form along land contours and using stabilising structures that avoid large blank walls.  | Deleted  | Merged with G11   |                          |
|      |         | G14     | Building design should be compatible with and reflect the natural features of the precinct.  | Deleted  | Merged with G11   |                          |
| Hous | sing    |         |  |  |   |                          |
| 14   | 3.1.2   | R4      | Residential subdivisions must deliver a range of lot sizes that:   | Residential subdivisions must deliver a range of lot sizes that:   |   |                          |
|      |         |         | <ul> <li>Are capable of accommodating a variety of housing sizes</li> <li>Achieve good solar orientation</li> <li>Recognise site specific constraints and opportunities, such as vegetation and topography</li> </ul>  | <ul> <li>Are capable of accommodating a variety of housing sizes and types</li> <li>Achieve good solar orientation</li> <li>Recognise site specific constraints and opportunities, such as vegetation and topography</li> </ul>  |   |                          |
|      |         | R5      | Dwellings must not back onto:  Waterway and drainage reserves or the open space network  Conservation reserves  Utility easements that are co-located with the open space network  Arterial roads and connector streets.  The siding of dwellings to waterway and drainage reserves, open space, conservation reserves and primary street frontages must be kept to a minimum. | <ul> <li>Lots and dwellings must front:</li> <li>Waterway and drainage reserves</li> <li>Conservation and open space reserves</li> <li>Utility easements that are co-located with the open space network</li> <li>Arterial roads and connector streets.</li> <li>The siding of lots to waterway and drainage reserves, open space reserves, conservation reserves and primary street frontages must be kept to a minimum.</li> </ul> | To improve clarity and consistency with R6 and R7.  | S42 (Amex)<br>S43 (Mack) |
|      |         | R6      | Dwellings must not directly abut waterways and drainage reserves, open space, conservation reserves or arterial roads. Service roads, paper roads or internal access streets must be provided to dwellings fronting open space, conservation reserves or arterial roads.   | Subdivision design must provide for streets separating residential lots from waterway and drainage reserves, conservation reserves, open space reserves and arterial roads.  Where a street frontage is not possible due to slope or other constraints, design and layout options must demonstrate:  • The use of a rear laneway for vehicular access with active  | To improve clarity and consistency with R5 and R7. To provide greater flexibility in design outcomes. | S42 (Amex)<br>S43 (Mack) |

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|      |         |         |   | <ul> <li>frontages to public interfaces</li> <li>A paper road allowing the primary point of access from a footpath or shared path with a minimum width of 1.5 metres along the lot frontage</li> <li>Avoidance of side or rear fence treatments, or where fencing cannot be avoided, fencing that is low in height and visually permeable</li> <li>Opportunities for informal passive surveillance to increase public safety</li> <li>All to the satisfaction of the responsible authority.</li> </ul> |  |   |
|      |         | R7      | Dwellings adjoining the open space network must provide active and engaging edges for passive surveillance opportunities and positive visual amenity.   | Dwellings fronting waterway and drainage reserves, conservation reserves, open space and arterial roads must provide active frontages and engaging edges to facilitate passive surveillance opportunities and positive visual amenity.   | To improve clarity and consistency with R5 and R6.   | S42 (Amex)<br>S43 (Mack)                                |
|      |         | G16     | Specialised housing forms such as lifestyle communities, retirement living or aged care facilities should be located in close proximity to the neighbourhood centre and be accessible by public transport, where available.             | Specialised housing forms such as lifestyle communities, retirement living or aged care facilities should be:  located in close proximity to the neighbourhood centre; accessible by public transport, where available; and integrated into the wider urban structure.   |  |   |
|      |         | G17     | Lot sizes outlined in Table 2 should also respond to slope with larger lots on steeper land (greater than 10 per cent slope grade) and smaller lots in flatter areas (less than 10 per cent slope grade) to avoid excessive earthworks. | Deleted  | R1 already requires the topography to be considered in determining the size of lots. G17 is repetitive, too specific and arbitrary in using 10% slope as a determinant between smaller lots and larger lots. | Panel recommendation 31<br>S41 (Mondous), S42<br>(Amex) |
|      |         | New     |   | New guideline: Non-residential uses should only occur in residential areas where:  The use will not detract from the residential amenity of the area  The use has appropriate access to the higher order road network (e.g. connector street)  Preference will be given to locations adjacent to the neighbourhood centre and local convenience centres.   | To provide guidance for potential non-residential uses in residential areas  |   |
|      |         | New     |   | New guideline: Greater housing diversity is encouraged within the following walkable catchments:  400 metres of the neighbourhood centre 200 metres of the non-government school 100-200 metres of a local convenience centre  | To reflect the opportunity for greater housing diversity around the neighbourhood centre, school and local convenience centres   | Panel recommendation 26                                 |
|      |         | New     |   | New guideline: Lots suitable for the delivery of medium density housing types should be located adjacent to the neighbourhood centre and local convenience centres.  | To reflect the opportunity for greater housing diversity around the neighbourhood centre, school and local convenience centres   | Panel recommendation                                    |
|      |         | New     |   | New guideline:     Subdivision applications should include indicative concept layouts for any lots identified for the future development of medium density or integrated housing that suitably demonstrate, as appropriate:     Active interfaces with adjacent streets, open space and waterways     Safe and effective vehicle and pedestrian access and internal circulation     Dwelling types and lot yield     Appropriate servicing arrangements  | To reflect the opportunity for greater housing diversity around the neighbourhood centre, school and local convenience centres   | Panel recommendation                                    |

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|      |         | New      |   |   |  | New guideline: Development should need for excessive of satisfaction of the re-   | ut and fill and retain  | e scarring and avoid the ing walls, to the   |  |   |
| 14   | 3.1.2   | Table 2  |   |   |  |   | use 4.0 of Schedule<br>e controls must infon<br>required by Clause<br>Growth Zone, and n<br>s in conjunction with | of to Clause 37.07 Urban<br>m the Memorandum of<br>4.0 of Schedule 1 to<br>nust be adopted as<br>an application for                            | To clarify the status and operation of the Residential Design Controls   | Partial response to Panel recommendation 32 |
|      |         | Location | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | To reflect the opportunity for greater housing diversity   | Panel recommendation                        |
|      |         |          | Surrounding the<br>neighbourhood<br>centre and<br>community<br>facility   | Western settlement boundary interface     Grossmans Road interface     Spring Creek (north) interface | All other<br>residential areas   | Land within the following walkable catchments:  • 400 metres of the neighbourhood centre and community facility  • 200 metres of a school  • 100-200 metres of a local convenience centre | Land within the following interface areas:  Western settlement boundary  Spring Creek (northern slopes)           | All other residential areas  | around the neighbourhood centre, school and local convenience centres  |   |
|      |         | RDC-1    | Only one dwelling must  | be constructed on a lot   |  |   | ti-dwelling or mediur   | on a lot, unless the lot is<br>an density lot on Pan 3 or<br>subdivision.  | To enable designated medium density lots to be subdivided.   |   |
|      |         | RDC-2    | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | Min. 500sqm<br>Min. av. 520sqm  | Min. 1500sqm  | Min. 600sqm<br>Min. av. 720sqm   | Maximum lot size deleted and replaced by minimum average to enable lots to exceed the lot size range where appropriate.              |   |
|      |         | RDC-3    | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | Reduction in front setback for 500-600sqm lots in  | Panel recommendation                        |
|      |         |          | Front: 6m   | Front: 6m   | Front: 6m  | Front: 5m   | Front: 6m   | Front: 6m  | acknowledgement of smaller lot size.   |   |
|      |         |          | Side: 4m  | Side: 4m  | Side: 4m   | Side: 3m  | Side: 3m  | Side: 3m   |  |   |
|      |         | RDC-4    | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | Minimum side and rear setbacks specified to provide  | S42 (Amex)                                  |
|      |         |          | In addition to the requirements of clauses 54.04-2 and 55.04-2:  • A new wall should not be located on a side or rear boundary. | From a boundary<br>shared with rural<br>land: 20 metres   | In addition to the requirements of clauses 54.04-2 and 55.04-2:  • A new wall should not be located on a side or rear boundary | Side: 1.5m<br>Rear: 3m  | From a boundary<br>shared with rural<br>land: 20 metres   | Side: 2m<br>Rear: 5m   | space around dwellings for separation and landscaping.   | S65 (Parklea)                               |
|      |         | RDC-5    | The area of a lot cove  | ered by buildings mus   | ,  | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | Variation to building site coverage to enable construction   | S42 (Amex)                                  |
|      |         |          |   |   |  | The area of a lot covered by buildings must not exceed 35 per cent, or 50 per cent for a single storey dwelling that achieves a minimum 7 star  | None specified  | The area of a lot covered by buildings must not exceed 35 per cent, or 50 per cent for a single storey dwelling that achieves a minimum 7 star | of single storey dwellings where sustainability targets are met to provide an incentive for environmentally sustainable development. | S65 (Parklea)                               |

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|        |          |           |   | energy rating in<br>accordance with the<br>Nationwide House<br>Energy Rating<br>Scheme (NatHERS)<br>and a 2.5kW<br>(minimum)<br>photovoltaic system<br>is installed.                                |   | energy rating in accordance with the Nationwide House Energy Rating Scheme (NatHERS) and a 2.5kW (minimum) photovoltaic system is installed. |   |                      |
|        | F        | RDC-6     | At least 50% of a lot must be available for the planting of   | 500-600sqm  | 1500-2000sqm  | 600-900sqm   | 'Landscape area' replaced with 'garden area' to be                                    | S41 (Mondous)        |
|        |          |           | vegetation (excludes driveways and tennis courts of all surface types)  | Minimum garden area 30%   | None specified  | Minimum garden area 35%  | consistent with State government changes to residential zones.                        | S42 (Amex)           |
|        |          |           |   | All lots: A group of canopy trees the front building setbac Sites, including the front  | ck area.<br>t, side and rear build  | each lot, with at least two<br>ng setback areas, must b<br>s in a vegetated landscap   | e   | S65 (Parklea)        |
|        | F        | RDC-7     | Minimum front setback:  | Garage setback:   |   |  | To ensure garages do not visually dominate the  |                      |
|        |          |           | A garage or carport must be set back from the street at least one metre further than the wall of the dwelling (excluding porches, porticos, verandahs, pergolas, blade walls, decks, balconies, columns, piers and the like).   |   |   | om the street at least 5<br>ont wall of the dwelling   |   |                      |
|        | F        | RDC-12    | <ul> <li>The extent of cut and fill should be minimised to reduce the need for extensive retaining walls.</li> <li>Any retaining walls should be:</li> <li>Staggered, with a minimum one metre distance between each wall to allow for landscaping between walls</li> <li>No more than one metre in height</li> <li>Positioned on a lot with sufficient setback from boundaries to accommodate appropriate drainage behind the wall.</li> </ul> | landscape scarring ar walls. Changes in level show building rather than a Changes in level outs 1.5 metres in height a where adjoining or vis Buildings should be dimodified to suit the buildings. | nd to reduce the ne<br>uld be incorporated<br>t the site boundarie<br>side the building for<br>and landscaped to<br>sible from a street<br>designed to suit the<br>uilding. | otprint should be limited<br>mitigate visual impacts   | retaining walls.  the   | S42 (Amex)           |
|        | ١        | New       |   | New RDC:<br>Building height<br>The maximum buildin<br>a planning permit.  | g height must not   | exceed 7.5 metres with   | For consistency with UGZ1   |                      |
|        | ١        | New       |   | New RDC:<br>Vegetation buffers<br>Lots abutting land wit  | hin the Farming Zo  | ne:  | Establishment of vegetated buffer along western precinct boundary supported by Panel. | Panel recommendation |
|        |          |           |   | The buffer must comp<br>must be planted at a<br>an effective visual scr<br>indigenous and low b   | western boundary<br>orise of a mixture of<br>density and in a co<br>reen upon maturity<br>ushfire risk.   | of lots abutting rural la<br>f trees and shrubs and<br>nfiguration that achieve<br>Species should be   |   |                      |
|        |          |           |   | A minimum 1.8 metre erected on the east si  |   | •  |   |                      |
| leighb | bourhood | d centre, | convenience centres & employment  |   |   |  |   |                      |
| 16 3   | 3.2      |           | The Spring Creek Neighbourhood Centre, co-located with the Spring Creek Community Facility will support the convenience   |   |   | nbourhood Centre and pport the convenience   | up Minor wording changes  |                      |

|      |         | <b>1</b> | Exhibited PSP  | Final PSP  | Reasoning for changes   | Origin                                 |  |
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|      |         |          | and service needs of the Spring Creek and wider communities whilst recognising the primacy of the Torquay Major Activity Centre in central Torquay.  | and service needs of the Spring Creek and wider communities whilst recognising the primacy of the Torquay Major Activity Centre in central Torquay.  |   |  |  |
| 17   | 3.2     | R8       | A concept plan must be approved by the responsible authority for the neighbourhood centre.  The concept plan must respond to the principles outlined in Appendix B and Appendix F to the satisfaction of the responsible authority. The plan must:  • Address the relevant guidelines prepared by the Victorian Government and Surf Coast Shire Council  • Demonstrate how the neighbourhood centre provides for a range of compatible commercial, residential and community uses  • Provide staging and indicative timing of the development  • Incorporate public transport services into the design of the centre  • Provide opportunities for higher density housing in accordance with Table 2  • Locate and design car parking areas to manage negative amenity impacts  • Locate and design service areas for deliveries and waste disposal including access for larger vehicles with measures that minimise impacts on adjoining areas  • Address interim management of the land required for longer term expansion so that the land is not kept in an unattractive or neglected state for long periods. | A concept plan for the neighbourhood centre must be prepared for approval by the responsible authority. The concept plan must respond to Table 3 and the principles and guidelines outlined in Appendix B and Appendix F to the satisfaction of the responsible authority. The plan must also address the following:  • Any relevant design guidelines prepared by the Victorian Government and/or Surf Coast Shire Council as appropriate, with consideration to the context, scale and topography of the neighbourhood centre  • Provision of a range of compatible retail, commercial, residential and community uses  • Staging (if relevant) and indicative timing of the development  • If appropriate, incorporation of public transport services into the design of the centre  • Opportunities for medium or higher density housing and/or specialised accommodation such as serviced apartments, aged care or retirement living within and surrounding the centre  • Provision for car parking including the location and design of car parking areas  • Provision of service areas for deliveries and waste disposal, including access for larger vehicles and measures to minimise impacts on adjoining areas  • Interim management of any land required for longer term expansion (if relevant having regard to any staging and timing of development) so that the land is not kept in an unattractive or neglected state for long periods  • An overall landscape concept  All to the satisfaction of the responsible authority. | To provide greater clarity regarding the expectations for the delivery of retail, office/non-retail, housing and other compatible uses within the Neighbourhood Centre. | Panel recommendations<br>S65 (Parklea) |  |
|      |         | R9       | The subdivision, use or development of land within the neighbourhood centre must be generally in accordance with an approved concept plan and any relevant planning and design guidelines approved by the responsible authority.   | Subdivision, use and development of land within the neighbourhood centre must be generally in accordance with an approved concept plan and any relevant planning and design guidelines approved by the responsible authority.  | Minor wording changes   |  |  |
|      |         | R10      | The neighbourhood centre must be located as illustrated on Plan 5, unless otherwise agreed by the responsible authority.   | The neighbourhood centre must be located as illustrated on Plan 5 or by reference to an approved Concept Plan pursuant to Clause 2.0 of Schedule 1 to Clause 37.07 Urban Growth Zone, unless otherwise agreed by the responsible authority.  | To enable greater flexibility in the siting and sizing of the neighbourhood centre as an outcome of an approved concept plan.   | Panel recommendation<br>S65 (Parklea)  |  |
|      |         | R11      | Development within the neighbourhood centre must consider crime prevention through environmental design (CPTED) principles and the <i>Safer Design Guidelines</i> (Department of Sustainability and Environment, June 2005).   | Development within the neighbourhood centre and local convenience centres must consider Crime Prevention Through Environmental Design (CPTED) and Universal Access (all ages and all abilities) principles.  | The Safer Design Guidelines have been superseded by the State government  |  |  |
|      |         | R12      | Buildings within the neighbourhood centre must provide:     Primary access to tenancies from the connector street     Positive and active frontages to the adjoining street network     Service and loading areas that manage amenity impacts the surrounding residential area.  | Deleted  | Design of the neighbourhood centre is guided by the design principles in Appendix B   |  |  |
|      |         | R13      | Local convenience centres must be located on and positively address a connector street.  | Deleted  | Included in new guideline   |  |  |
|      |         | R14      | Local convenience centres must consider the relationship and interface with surrounding uses.  | Deleted  | Included in new guideline   |  |  |
|      |         | New      |  | New requirement: Retail floor space within the neighbourhood centre must not   | To allow early delivery of a full-scale centre up to 5,000m <sup>2</sup> prior to 2030 subject to a permit and supporting economic                                      | Panel recommendation<br>S65 (Parklea)  |  |

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|      |         |         |   | exceed 5,000 square metres without a planning permit. Where retail floorspace in excess of 3,000 square metres is proposed to be delivered prior to 2030, an economic assessment must be provided with an application that addresses the following matters:  The local catchment demand for the proposed increase of retail floorspace; and  The economic effects on existing activity centres within Torquay-Jan Juc, in particular the Torquay Town Centre.  | evidence.   |   |
|      |         | G18     | Car parking and loading facilities should be located to the side or rear of any buildings.  | Deleted  | Included under R8   |   |
|      |         | G19     | Water tanks, service infrastructure, plant material and other like structures should be located behind the building line or, where this is not possible, include constructed screening using durable and attractive materials to provide a positive external interface. | Deleted  | Included under R8   |   |
|      |         | New     |   | New guideline: Local convenience centres should be developed in the locations shown on Plan 5 and in accordance with the guidance provided in Table 3, or in other locations directly addressing a connector street to the satisfaction of the responsible authority.  | Replaces R13 and R14. Recognises that the location of local convenience centres as shown on Plan 5 is indicative and may vary.  | S42 (Amex)  |
|      |         | New     |   | New guideline: The design and siting of local convenience centres should:  • have regard to natural or cultural landscape features, waterways, open space, pedestrian and cycle links and abutting residential development  • co-locate with other community facilities where possible  • provide for a range of uses which are appropriate to the local convenience centre location and the catchment that it serves  • ensure easy, direct and safe access by all modes of transport, with priority given to pedestrian movement  • create a sense of place with high quality engaging urban design  • provide active building frontages that address the adjoining street network  • provide car parking and service and loading areas that manage amenity impacts on surrounding residential areas and open space. | To provide guidance on the siting and design of local convenience centres.  |   |
|      |         | New     |   | New guideline: The height of buildings in the neighbourhood centre and local convenience centres should not exceed 9 metres above natural ground level.  | Relocated from Appendix B.  |   |
|      |         | New     |   | New Table 3 – Activity centre hierarchy  | To provide greater clarity in relation to the size, location, role and land use mix of each activity centre within the PSP area.  |   |
| Oper | n space |         |   |  |   |   |
| 18   |         | Plan 6  | Open space and community facilities   | Amended plan inserted showing:  Reduction in width of OS-01 and OS-02 Relocation of OS-08 Reconfiguration of OS-13 Removal of SRW1 as a conservation reserve Other consequential changes to reflect amended Plan 3   | Changes resulting from open space review. Width of OS-01 and OS-02 to be confirmed at detailed design stage.  | Panel recommendations<br>15, 16, 21, 22, 23<br>S27 (Walker), S40<br>(DELWP), S43 (Mack),<br>S62 (Haebich) |
| 19   | 3.3.1   |         |   | Pre-amble inserted: Plan 6 and Table 4 identify the location and classification of all public open space (Parklands and gardens and Linear open spaces and trails) to be provided within the Spring Creek PSP  | To provide greater clarity in relation to the provision of open space within the precinct in response to the Panel's concerns about the provision of passive and active open space. | Panel recommendations   |

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|      |         |         |  | area. Further guidance on embellishment requirements for each park type is provided in Appendix C.  |  |            |
|      |         |         |  | Parklands and gardens and Linear open spaces and trails have been located along waterways and conservation reserves where possible to create a comprehensively connected network that responds to the local context and natural features of the precinct. The open space network seeks to provide open space within walking distance of as many residents as possible.  Formal active open space (sporting facilities) will not be provided within the Spring PSP area due to the difficulty in providing such facilities on sloping land. Residents will have access to nearby   |  |            |
| 19   | 3.3.1   | R16     | All public open space must be designed, constructed and managed to:  Respond to the existing topography Comply with universal access principles Respond to any relevant masterplan Suit local climate and soil conditions Be consistent with any local street tree or open space strategies Minimise water requirements Facilitate the conservation of areas of significant vegetation and fauna habitat Limit bushfire risk All to the satisfaction of the responsible authority.   | existing and future facilities.  All public open space must be designed, constructed and managed to:  Respond to the existing topography  Comply with universal access principles, where practical  Respond to any relevant masterplan  Suit local climate and soil conditions  Be consistent with any local street tree or open space strategies  Minimise water requirements  Facilitate the conservation of areas of significant vegetation, fauna habitat and Aboriginal cultural heritage  Limit bushfire risk  All to the satisfaction of the responsible authority.  | Site grading may make DDA compliance difficult or impractical.   | S42 (Amex) |
|      |         | R17     | Where a local park spans across multiple properties, the first development proponent to lodge a subdivision application must prepare a master plan for the entire park to the satisfaction of the responsible authority or unless otherwise agreed by the responsible authority.   | Where a local park spans across multiple properties, the first development proponent to lodge a subdivision application that contains the park must prepare a master plan for the entire park in consultation with the landowners of parcels covered by the park to the satisfaction of the responsible authority or unless otherwise agreed by the responsible authority.  | To ensure other development proponents have input on a plan that will affect their interests.                        | S42 (Amex) |
|      |         | R19     | Design and layout of waterway and drainage reserves and other encumbered open space must maximise the potential for the integration of informal recreation uses and wetlands where this does not conflict with the primary function of the land.   | Deleted   | This requirement is adequately covered by other requirements/guidelines.   |            |
| 20   | 3.3.1   | G21     | Open space should be sized, shaped and designed to support a range of structured and unstructured recreational activities suitable to its classification in Appendix C.  | The size, shape and design of open space should facilitate a range of structured and unstructured recreational activities and play opportunities for all ages and abilities suitable to its classification in Appendix C.   | Minor wording changes  |            |
|      |         | G23     | Planting within and adjacent to waterways and drainage reserves, water bodies and conservation reserves should use locally indigenous species of local provenance.   | Planting within and adjacent to waterway and drainage reserves, wetlands, retarding basins and conservation reserves should use locally indigenous species.   | Minor wording changes  |            |
|      |         | G24     | Crime prevention through environmental design (CPTED) principles and Safer Design Guidelines for Victoria should guide the design of open spaces and associated infrastructure.  | Crime Prevention Through Environmental Design (CPTED) principles should guide the design of open spaces and associated infrastructure.  | The Safer Design Guidelines have been superseded by the State government   |            |
|      |         | G25     | All public open space should be delivered generally in accordance with Plan 6 and Table 4 unless otherwise agreed by the responsible authority. The area of the open space (linear open space and trails and parklands and gardens) may vary so long as it is not less than one hectare and remains within the area range for its size category. Where a parkland or garden is smaller than that outlined in the table, the land must be added to another park. Where a proposed park is larger than outlined in the table it may be accepted so long as it does not result in the removal of another park allocation. | All public open space must be located, designed and developed generally in accordance with Plan 6 and the guidance provided in Table 4 and Appendix C, unless otherwise agreed by the responsible authority. The shape and area of an open space reserve (linear open spaces and trails and parklands and gardens) may vary so long as it remains within the guidance for the relevant type of park. Where a park is smaller than that outlined in the table, the land must be added to another park. Where a proposed park is larger than outlined in the table it may be accepted so long as it does not result in the removal of | The requirement that parks cannot be less than 1 hectare is inconsistent with the areas in Table 4 has been deleted. | S42 (Amex) |

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|      |           |             |   | another park allocation. No credits will be provided for the area that is in excess of the size specified in Table 4.   |  |  |
|      |           | G26         | Open spaces along waterways and drainage reserves should provide opportunities for informal recreation and kick-out areas.        | Deleted   | This guideline is adequately covered by G21  |  |
|      |           | New         |   | New guideline: The design and layout of waterway and drainage reserves, wetlands, retarding basins and other encumbered land should maximise the potential for the integration of passive and/or informal active recreation uses, particularly where such land abuts local parks and where this does not conflict with the primary function of the land, to the satisfaction of the responsible authority and any other relevant authority. |  |  |
|      |           | New         |   | New guideline: Water Sensitive Urban Design (WSUD) principles should be used so that excess run-off water from within, or where appropriate, external to the park, is directed to support park planting and / or rain gardens rather than being diverted to drains, to the satisfaction of the responsible authority. Any WSUD must complement the open space function or aesthetic of the park.  |  |  |
|      |           | New         |   | New guideline: Materials for park infrastructure should complement the proposed landscape and environmental character of the precinct. They should incorporate natural materials and utilise muted tones, colours and finishes that are non-reflective.   |  |  |
| 20   | 3.3.1     | Table 4     | Open space delivery guide   | Width of OS-01 and OS-02 reduced Size of OS-08 and OS-13 amended Classification of OS-04, OS-10, OS-12 and OS-15 amended  | Changes resulting from open space review   | Panel recommendations,<br>S27 (Walker), S40<br>(DELWP), S43 (Mack),<br>S62 (Haebich) |
| Со   | nmunity 8 | & education | n facilities  |   |  |  |
| 21   | 3.3.2     | G27         | Community facilities should be planned and designed to meet the changing needs of the community by providing for a range of uses. | Community facilities should be planned and designed to have the flexibility and capacity to meet the changing needs of the community and provide for a range of community uses.   | Minor wording changes  |  |
|      |           | G31         | Childcare, medical or similar facilities should be located proximate within the neighbourhood centre.                             | Private childcare, medical or similar facilities should be located within or proximate to the neighbourhood centre or a local convenience centre.   | Minor wording changes  |  |
|      |           | New         |   | New guideline: Where the responsible authority is satisfied that land shown as a local community facility on Plan 3 is unlikely to be used for that purpose, that land may be used for an alternative purpose which is generally consistent with the surrounding land uses and the provisions of the applied zone.  |  | Panel recommendation 30<br>S65 (Parklea)   |
| Bio  | diversity |             |   |   |  |  |
| 22   | 3.4.1     |             |   | Pre-amble inserted: The Spring Creek PSP area contains areas of significant vegetation including remnant patches and roadside vegetation, as well as individual trees scattered across the landscape. The prevalence of Bellarine Yellow Gums (Eucalyptus <i>leucoxylon subsp. bellarinensis</i> ) across the precinct is a significant feature.  | To provide greater emphasis on the significance of conservation reserves and the Bellarine Yellow Gum. |  |
|      |           |             |   | Conservation reserves are identified on Plan 6. These reserves have been located where vegetation has been prioritised for retention and have been located to integrate with the broader open space network where possible. Conservation reserves are   |  |  |

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|       |           |          |  | treated as encumbered land in the Spring Creek PSP.  |   |                         |
|       |           | R23      | Native vegetation must be retained as described in the NVPP.   | Native vegetation shown as 'native vegetation to be retained' in the Spring Creek Native Vegetation Precinct Plan must be retained, unless a permit is granted for its removal.  | To ensure consistency with operation of NVPP  | Panel recommendation 13 |
|       |           | New      |  | New requirement: Any public paths or infrastructure located within a conservation area must be designed to avoid/ minimise disturbance to vegetation.  |   |                         |
|       |           | New      |  | New requirement: Public lighting must be designed and baffled to prevent light spill and glare within and adjacent to any conservation area.   |   |                         |
|       |           | G33      | Subdivision and development should maximise the retention of significant scattered trees in particular Bellarine Yellow Gums.  | Subdivision and development should maximise the retention and protection of vegetation not requiring protection under the Spring Creek NVPP, including remnant patches, scattered trees (in particular Bellarine Yellow Gums) and shelter belts that provide habitat and foraging for native fauna (in particular arboreal animals and birds), within open space and road reserves where practical and following assessment of the vegetation's health and retention value by a qualified arborist.  | To ensure consistency with operation of NVPP  |                         |
|       |           | G34      | Existing trees, including shelter belts, should be incorporated into the open space and road network where practical.  | Deleted  | Guideline incorporated in G33   |                         |
|       |           | G35      | Maximise the integration of the linear open space network and conservation reserves where these are located adjacent or nearby each other.   | Open space areas should be co-located with conservation reserves and waterways to create and/or enhance any buffer area. Any open space areas integrated with conservation areas must not detract from the environmental values of the conservation reserve.   |   |                         |
|       |           | G36      | Buffer zones along waterways and conservation reserves should achieve a minimum width of:  • 50 metres on each side of the northern tributaries, measured from the 1 in 10 year flood level  • 20 metres, measured from the centreline, on each side of other waterways illustrated on Plan 6.  The widths of buffers may be varied having regard to environmental assets and topography to the satisfaction of the responsible authority. | Buffer zones along waterways should achieve a minimum width of:  50 metres on each side of the northern tributaries, measured from the 1 in 10 year flood level  20 metres, measured from the centreline, on each side of other waterways illustrated on Plan 6.  The widths of buffers may only be varied having regard to environmental assets, topography and slope, flood extent, cultural heritage and space required to accommodate drainage assets, public open space and pathways/trails to the satisfaction of the responsible authority. | To ensure any proposed variations to buffer widths are sufficiently justified through technical information and site specific investigations. |                         |
|       |           | New      |  | New guideline: Tree Protection Zones (TPZ) should be established and maintained around trees to be retained as per Australian Standard AS 4970-2009 – Protection of trees on development sites or as otherwise agreed by the responsible authority.  |   | S40 (DELWP)             |
| Cultu | ural heri | tage     |  |  |   |                         |
| 22    | 3.4.2     | G40      | Cultural heritage places should be incorporated into the open space network with to the satisfaction of the responsible authority in consultation with the Registered Aboriginal Party.  | Sites of Aboriginal Cultural heritage should be incorporated into the open space network to the satisfaction of the responsible authority in consultation with the Registered Aboriginal Party, and in accordance with any approved or future Cultural Heritage Management Plan.   |   |                         |
| Bush  | nfire mar | nagement |  |  |   |                         |
| 23    | 3.4.3     | New      |  | New requirement: Any subdivision abutting an identified fire threat edge must be designed to minimise the impact of potential bushfires, including:  | Resulting from Bushfire Assessment  |                         |

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|      |           |         |  | <ul> <li>The provision of appropriate development setbacks from the potential sources of threat</li> <li>Building guidelines</li> <li>As informed by a Bushfire Management Assessment, to the</li> </ul>  |  |   |
|      |           | New     |  | satisfaction of the responsible authority and the CFA.  New requirement:  Any buffer established to minimise fire threat must be functional and be able to be managed appropriately and cost effectively, to the satisfaction of the responsible authority and the CFA. | Resulting from Bushfire Assessment   |   |
|      |           | New     |  | New guideline: Subdivision design should aim to ensure maximum BAL-19, and preferably BAL-12.5, construction standards for future dwellings along with commensurate setbacks from classifiable vegetation.  | Resulting from Bushfire Assessment   |   |
|      |           | New     |  | New guideline: Subdivision design should ensure that future re-vegetation or natural restoration of the vegetation within open space areas, reserves or streetscapes does not compromise the BAL setbacks and any other planned bushfire mitigation measures.           | Resulting from Bushfire Assessment   |   |
| Roa  | d networl | k       |  |   |  |   |
| 24   |           | Plan 7  |  | 'existing bus route' designation on Strathmore Drive West deleted   | This was incorrectly shown as an existing bus route.   | S26 (DEDJTR)  |
|      |           |         |  | 'potential regional path' on south side of Great Ocean Road<br>deleted and 'potential regional bicycle path' on the north side<br>shown as a 'potential regional path'  | DEDJTR advised there is no room within the road reservation for a path on the south side. A path will be provided on the north side of the road, which is shown in Council's Pathways Strategy as a potential regional path, not a bicycle path. | S26 (DEDJTR)  |
|      |           |         |  | Extension of local access street level 2 south of 260 Great Ocean Road deleted.   | Drafting error. A left in, left out T-intersection is proposed.  |   |
|      |           |         |  | North-south connector road on 140 Duffields Road (Strathmore Drive East extension) realigned to create a left in/left out T-intersection and status of the road amended to "local access street – level 2".   | Signalised intersection at Strathmore Drive East not supported by VicRoads and a large number of submitters.   | Panel recommendation 6<br>S26 (DEDJTR)<br>S65 (Parklea) |
|      |           |         |  | East-west "local access street – level 2" on 140 Duffields Road relocated south of the NAC and amended to "local access street – level 1".  | To provide improved access to assist in the loading and servicing of the NAC.  | Panel recommendation 6<br>S65 (Parklea)                 |
|      |           |         |  | Local access streets near property boundaries on 140 Duffields Road realigned to maintain a separation distance of approx. 35m from the boundaries.   | To enable the provision of a row of residential lots.  | S65 (Parklea)   |
|      |           |         |  | North-south connector road (Messmate Road extension) realigned along the eastern boundary of 195 Grossmans Road.  | To facilitate more efficient use of land.  | S62 (Haebich)   |
|      |           |         |  | Service roads adjacent Grossmans Road, Duffields Road and Great Ocean Road amended from "local access street – level 1" to "local access place".  | To provide greater clarity regarding the status and corresponding cross-section of the service roads. The service roads are shown as 'local access place' on the cross-sections in Appendix D.   | S41 (Mondous)<br>S65 (Parklea)                          |
|      |           |         |  | Following note added: All bridge/culvert locations to be confirmed on site during detailed design.  | To enable site specific response in determining final design and location of culverts.   | S42 (Amex)  |
| 25   | 3.5.1     | R28     | Subdivision layouts must provide:  A permeable local street network  Convenient pedestrian, cyclist and vehicle access to open space and points of interest and destinations | Subdivision layouts must provide:  • A permeable, low speed local street network  • Safe and convenient pedestrian, cyclist and vehicle access to open space and points of interest and destinations  | Minor wording changes  |   |

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|       |           |             | Integration with neighbouring properties.  | Integration with neighbouring properties.  |  |   |
|       |           | R31         | Development must positively address all waterways and open space through the use of frontage roads to the satisfaction of the responsible authority.   | Development must positively address all waterways and open space through the use of frontage roads or paper roads to the satisfaction of the responsible authority.  | To provide flexibility for a range of interface options to be considered.  | S42 (Amex)  |
|       |           | R33         | Where a street crosses a waterway and drainage reserve on Plan 7, the development proponent of that land must construct a bridge/culvert street crossing prior to the issue of statement of compliance for the initial stage of subdivision on the opposite side of the waterway, whether or not that opposite residential subdivision is contiguous with the waterway and drainage reserve. | Where a street crosses a waterway and drainage reserve on Plan 7, the development proponent of that land must construct a culvert crossing prior to the issue of statement of compliance for the initial stage of subdivision on the opposite side of the waterway, whether or not that opposite residential subdivision is contiguous with the waterway and drainage reserve. | Crossings are intended to be culverts, not bridges.  | S42 (Amex)  |
|       |           | G44         | Where existing vegetation is to be retained in a street, reserve widths should be widened at key locations to avoid adverse impacts on that vegetation through the construction of footpaths, services and drainage.   | Where existing vegetation that is identified in the Spring Creek NVVP as vegetation to be retained or encouraged for practical retention is retained in a street, reserve widths should be widened at key locations to avoid adverse impacts on that vegetation through the construction of footpaths, services and drainage.  | To provide reference to the NVPP.  | S40 (DELWP)   |
| Publ  | ic transp | ort         |  |  |  |   |
| 27    | 3.5.3     | R49         | A road nominated on Plan 7 as a bus capable road must be constructed (including partial construction where relevant) in accordance with the corresponding street cross section in the PSP.   | A new road nominated on Plan 7 as a bus capable road must be constructed (including partial construction where relevant) in accordance with the corresponding street cross section in the PSP, unless otherwise agreed by Public Transport Victoria or the coordinating road authority.  | To provide for flexibility to consider alternate design responses.   | S42 (Amex)  |
|       |           | R51         | Bus stop facilities must be designed as an integral part of the neighbourhood centre and other activity generating land uses such as schools and community centres.  | Bus stop facilities must be designed to interface with the neighbourhood centre and other activity generating land uses such as schools and community centres.   | Bus stop facilities will be located on the connector road adjacent the neighbourhood centre rather than within the centre.   | S42 (Amex)<br>S65 (Parklea)   |
| Integ | rated wa  | ter cycle n | nanagement   |  |  |   |
| 28    |           | Plan 8      | Note Storrnwater quality treatment assets shown on the plan are subject to confirmation through detailed design to the satisfaction of the Corangamite Catchment Management Authority.   | Amended note: The size and location of drainage assets shown on the plan are indicative only and can be amended at the subdivision design stage subject to approval by the catchment management authority and responsible authority.   | To provide greater flexibility in relation to the location and sizing of stormwater assets following detailed design by development proponents.  | Panel recommendation 9<br>S41 (Mennoty), S42<br>(Amex), S43 (Mack), S78<br>(PJC Co) |
|       |           |             | Location of WL15 and WL21 at 200-220 Great Ocean Road  | WL21 deleted and WL15 relocated closer to creek  | Supported by Stormwater Modelling Report   | Panel recommendation 10<br>S43 (Mack)   |
|       |           |             | 5m contour interval  | 10m contour interval   | 5m interval shown in error.  | S42 (Amex)  |
| 29    | 3.6.1     | R52         | The stormwater management system must be designed in accordance with Plan 8 unless otherwise approved by the responsible authority.  | Deleted  | Replaced with new guideline to provide greater flexibility.  | Panel recommendation 9  |
|       |           | R53         | Development must meet or exceed CSIRO Best Practice Environmental Management Guidelines for Urban Stormwater prior to discharge to receiving waterways, unless otherwise approved by the catchment management authority and the responsible authority.   | Stormwater runoff from the development must meet or exceed CSIRO Best Practice Environmental Management Guidelines for Urban Stormwater (or applicable standard at the time of development) prior to discharge to receiving waterways, unless otherwise approved by the catchment management authority and the responsible authority.  | Minor wording changes  |   |
|       |           | R54         | Where works are proposed within waterway and drainage reserves for stormwater retardation and treatment facilities, works must:  Not impact on the natural function of the waterway  Not adversely impact on areas identified as conservation reserves  Minimise earthworks and impact on existing landform of the waterway  Provide revegetation with locally indigenous vegetation         | Where works are proposed within waterway and drainage reserves for stormwater retardation and treatment facilities, works must:  Minimise negative impacts on the natural function of the waterway  Not adversely impact on areas identified as conservation reserves  Minimise earthworks and impact on existing landform of the waterway                                     | Works for stormwater retardation and treatment facilities within waterways will inherently impact on the natural function of the waterway. The aim should be to minimise negative impacts.  To include reference to the NVPP to consider any impacts on native vegetation associated with construction of drainage assets. | S42 (Amex)<br>S40 (DELWP)   |

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|      |         |         | based on the species composition of the relevant Ecological Vegetation Class.  | Be in general accordance with the Spring Creek NVPP     Provide revegetation with locally indigenous vegetation based on the species composition of the relevant Ecological Vegetation Class.  |   |   |
|      |         | R55     | Final design and boundary of waterway and drainage reserves, retarding basins, stormwater quality treatment infrastructure and associated paths, boardwalks, bridges and planting must be to the satisfaction of the responsible authority and the catchment management authority where required.  | Final methodology, design and boundary of waterway corridors and drainage assets, including retarding basins, stormwater quality treatment infrastructure and associated paths, boardwalks, bridges and planting is to be agreed at the time of making an application for subdivision to the satisfaction of the responsible authority and the catchment management authority where required.  | Minor wording changes   | Panel recommendation 9<br>S42 (Amex)  |
|      |         | R56     | Development staging must provide for the delivery of ultimate waterway and drainage infrastructure, including stormwater quality treatment. Where this is not possible, development proposals must demonstrate how any interim solution adequately manages and treats stormwater generated from the development and how this will enable delivery of an ultimate drainage solution, all to the satisfaction of the catchment management authority and the responsible authority. | Development staging must provide for the delivery of ultimate waterway and drainage infrastructure, including stormwater quality treatment. Where this is not possible, development proposals must demonstrate how any interim solution adequately manages and treats stormwater generated from the development and how this will enable delivery of an ultimate drainage solution, all to the satisfaction of the catchment management authority and the responsible authority. | Additional wording in relation to consideration of interim stormwater solutions.  | Panel recommendation 9  |
|      |         |         |  | Any temporary outfalls reliant on adjacent land holdings will not be considered unless the applicant obtains prior written approval from the adjacent land owner to utilise the land for drainage purposes.  Maintenance of any approved temporary outfalls by Council shall be the sole responsibility of the developer and have an agreement in place with the relevant authority.   |   |   |
|      |         | New     |  | New guideline: The stormwater management system should be designed and delivered generally in accordance with Plan 8 and Table 5. The ultimate size and location of stormwater management infrastructure shall be subject to detailed design to the satisfaction of the responsible authority.  Alternative stormwater management designs may be provided subject to approval by the responsible authority and the   | To provide greater flexibility in relation to the location and sizing of stormwater assets following detailed design by development proponents. | Panel recommendation 9<br>S41 (Mennoty), S42<br>(Amex), S43 (Mack), S78<br>(PJC Co) |
|      |         |         |  | catchment management authority where required having regard to detailed design at the subdivision approval stage and the following principles:  Development should achieve the objectives and standards of   |   |   |
|      |         |         |  | Clause 56.07 of the Surf Coast Planning Scheme  All waterway and drainage reserves must be designed to cater for 1 in 100 year flow events   |   |   |
|      |         |         |  | Peak discharge from the development must not exceed that of pre-development conditions so as not to contribute to or exacerbate any downstream flooding  |   |   |
|      |         |         |  | Stormwater management systems should be designed to<br>ensure that stormwater quality is enhanced to best practice<br>standards prior to discharge to receiving waterways  |   |   |
|      |         |         |  | Design of drainage infrastructure should provide a high<br>degree of visual amenity and allow for recreational use where<br>possible and appropriate   |   |   |
|      |         |         |  | Opportunities to consolidate drainage management assets<br>should be considered wherever possible to minimise ongoing<br>maintenance and asset management costs for the<br>responsible authority.  |   |   |
|      |         | G55     | Development should reduce reliance on potable water by increasing the utilisation of fit-for-purpose alternative water   | Development should reduce reliance on potable water by increasing the utilisation of fit-for-purpose alternative water   | Barwon Water have advised that it is not feasible to provide reticulated recycled water to the development and                                  | S2 (Barwon Water)   |

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|        |           |            | sources such as storm water, rain water and recycled water where available.   | sources such as storm water and rain water.  | have requested that all references to recycled water in the PSP be deleted.  |   |
| 31     |           | Table 5    |   | Amended table to reflect changes to WL15 and WL21  |  | Panel recommendation<br>S43 (Mack)              |
|        |           |            | Note: The areas and corridor widths identified in this table are subject to refinement during detailed design to the satisfaction of the Corangamite Catchment Management Authority and the responsible authority.  | Note: The areas, corridor widths and descriptions identified in this table are subject to confirmation at the subdivision planning permit application stage to the satisfaction of the Corangamite Catchment Management Authority and the responsible authority.   | To provide greater flexibility in relation to the location and sizing of stormwater assets following detailed design by development proponents.  | Panel recommendation                            |
| Utilit | ies       |            |   |  |  |   |
| 32     |           | Plan 9     | Proposed water main along the western boundary  | Alignment of proposed water main along the precinct's western boundary amended in accordance with Barwon Water advice.   | Objection from adjoining landowners to routing of water main on adjacent farming land.  Additional advice from Barwon Water that the water main should be located within the PSP area. | S2 (Barwon Water), S1<br>(Raines), S56 (Lawrie) |
|        |           |            |   | Following note added: The alignment of trunk services shown on this plan is indicative and subject to confirmation by the relevant servicing authority.  |  |   |
| 33     | 3.6.2     | R58        | Above-ground utilities, such as sewer pump stations, must be identified at the subdivision design stage to enable their appropriate integration into the subdivision layout and minimise any adverse amenity impacts.   | Above-ground utilities, including substations and sewer pump stations, must:     be identified at the subdivision design stage to enable their appropriate integration into the subdivision layout and to minimise any adverse amenity impacts     be sited and designed (including incorporation of architectural and/or landscape treatments), to the satisfaction of the relevant authority and the responsible authority.  |  |   |
|        |           | R60        | Utilities must be placed outside any areas shown as 'retained native vegetation' in the NVPP.   | Utilities must be placed outside any areas shown as 'native vegetation to be retained' in the Spring Creek NVPP, unless a permit is issued for removal of the vegetation.  | To be consistent with operation of NVPP.   |   |
|        |           | R61        | Utilities must be placed outside of natural waterway corridors or the outer edges of these corridors to void disturbance to existing native vegetation, significant landform features and heritage sites, to the satisfaction of the catchment management authority and responsible authority.  Where the location of that infrastructure in the open space network is unavoidable, the land required to accommodate that infrastructure (including screening buffers constructed to the satisfaction of the responsible authority) will not be counted as contributing to the open space requirements classified under Clause 52.01 or within a DCP.   | Utilities must be placed outside of natural waterway corridors and conservation reserves, or on the outer edges of these corridors and reserves to avoid disturbance to existing waterway values, native vegetation, significant landform features and heritage sites, to the satisfaction of the catchment management authority and responsible authority.  Where the location of that infrastructure in the open space network is unavoidable, the land required to accommodate that infrastructure (including screening buffers constructed to the satisfaction of the responsible authority) will not be counted as contributing to the open space requirements classified under Clause 52.01 or within a DCP. |  |   |
| Infra  | structure | e delivery |   |  |  |   |
| 33     | 3.7.1     | R63        | <ul> <li>Subdivision of land within the precinct must provide and meet the total cost of delivering the following infrastructure:</li> <li>Connector streets and local streets</li> <li>Tree planting and landscaping in existing and future roads and streets</li> <li>Intersection works and traffic management measures along arterial roads, connector streets and local streets (except those included in the DCP)</li> <li>Council approved fencing and landscaping along arterial roads, where required</li> <li>Local bus stop infrastructure in locations agreed in writing by Public Transport Victoria</li> <li>Local shared, pedestrian and bicycle paths along local roads,</li> </ul> | Subdivision of land within the precinct must provide and meet the total cost of delivering the following infrastructure:  Connector streets and local streets Tree planting and landscaping in existing and future roads and streets Intersection works and traffic management measures along arterial roads, connector streets and local streets Council approved fencing and landscaping along arterial roads, where required Local bus stop infrastructure in locations agreed in writing by Public Transport Victoria Local shared, pedestrian and bicycle paths along arterial  | Rationalisation of words "except where it is included in the DCP or outlined as the responsibility of an agency"   | S42 (Amex)                                      |

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| Page | Section  | Element   |  |  |   |                   |
|      |          |           | local streets, connector streets, utilities easements, waterways and within open space including bridges, intersections, barrier and waterway crossings (except those included in the DCP or outlined as the responsibility of an agency)  • Appropriately scaled lighting along all roads, shared or pedestrian paths and traversing the open space network  • Bicycle paths and parking  • Basic improvements to open space (linear open spaces and trails and parklands and gardens)  • Local drainage system  • Infrastructure as required by utility services providers including water, sewerage, drainage, electricity, gas and telecommunications.  Where these are not included in the DCP, they must be funded through an alternative mechanism or outlined as the responsibility of another agency in the Precinct Infrastructure Plan.   | <ul> <li>waterways and within open space including bridges, intersections, barrier and waterway crossings</li> <li>Appropriately scaled lighting along all roads, shared or pedestrian paths and traversing the open space network</li> <li>Bicycle paths and parking</li> <li>Basic improvements to open space (linear open spaces and trails and parklands and gardens)</li> <li>Local drainage system</li> <li>Infrastructure as required by utility services providers including water, sewerage, drainage, electricity, gas and telecommunications.</li> <li>Unless included in a DCP or outlined as the responsibility of another agency in the Precinct Infrastructure Plan.</li> </ul>   |   |                   |
| 34   | 3.7.1    | R64       | <ul> <li>All public open space (where not otherwise provided via a DCP) must be finished to a standard that satisfies the requirements of the responsible authority prior to the transfer of the public open space, including but not limited to:</li> <li>Remediation of identified contaminated areas appropriate to the intended beneficial use</li> <li>Remediation, stabilisation and rehabilitation of areas identified as potential landslip hazards and/or with slopes above 1 in 10, appropriate to the intended beneficial use</li> <li>Removal of all existing disused structures, foundations, pipelines and stockpiles, rocks, rubbish and environmental weeds</li> <li>Clearing of rubbish and environmental weeds and rocks, levelled, topsoiled and grassed with drought resistant grass</li> <li>Provision of water tapping, potable and recycled water connection points</li> <li>Sewer, gas, water and electricity points provided as relevant</li> <li>Trees and other plantings completed in accordance with an approved plan</li> <li>Vehicle exclusion devices (fence, bollards or other suitable methods) and maintenance access points</li> <li>Construction of shared pedestrian and bicycle paths to a minimum width of three metres around the perimeter of the reserve and connecting to the surrounding path network</li> <li>Installation of park furniture, including barbeques, shelters, drinking fountains, rubbish bins, local scale play areas and appropriate paving to support these facilities, consistent with the type of open space listed in Appendix C</li> <li>Fencing of allotment boundaries which abut open space.</li> </ul> | <ul> <li>All public open space (where not otherwise provided via a DCP) must be finished to a standard that satisfies the requirements of the responsible authority prior to the transfer of the public open space, including but not limited to:</li> <li>Remediation of identified contaminated areas appropriate to the intended beneficial use</li> <li>Remediation, stabilisation and rehabilitation of areas identified as potential landslip hazards and/or with slopes above 1 in 10, appropriate to the intended beneficial use</li> <li>Removal of all existing disused structures, foundations, pipelines, stockpiles, rocks, rubbish and environmental weeds</li> <li>levelled, topsoiled and grassed with drought resistant grass</li> <li>Provision of water tapping and potable water connection points</li> <li>Sewer, gas, water and electricity points provided as relevant</li> <li>Trees and other plantings completed in accordance with an approved plan</li> <li>Vehicle exclusion devices (fence, bollards or other suitable methods) and maintenance access points</li> <li>Construction of shared pedestrian and bicycle paths to a minimum width of three metres around the perimeter of the reserve and connecting to the surrounding path network</li> <li>Installation of park furniture, including barbeques, shelters, drinking fountains, rubbish bins, local scale play areas and appropriate paving to support these facilities, consistent with the type of open space listed in Appendix C</li> <li>Fencing of allotment boundaries which abut open space.</li> </ul> | Minor wording changes and deletion of reference to recycled water as requested by Barwon Water. | S2 (Barwon Water) |
| Deve | elopment | t staging | Tending of anothrent boundaries which abut open space.   |  |   |                   |
| 35   | 3.7.2    | R69       | Development staging must provide for the early delivery of:  Arterial road reservations  Connector streets  Street links between properties, constructed to the property boundary  Connection of the on- and off-road pedestrian and bicycle network  Open space, playgrounds and other community facilities  Conservation reserves, which must be fenced in accordance  | Development staging must provide for the timely provision and delivery of:      Arterial road reservations     Connector streets and connector street waterway crossings     Street links between properties, constructed to the property boundary     Road links to the wider connector and arterial road network     Connection of the on- and off-road pedestrian and bicycle network   | Wording changes to incorporate G62  |                   |

|          |            |             | Exhibited PSP  | Final PSP  | Reasoning for changes  | Origin                                     |
|----------|------------|-------------|--|--|--|--|
| Page     | Section    | Element     |  |  |  |  |
|          |            |             | with an approved plan.   | Open space, playgrounds and other community facilities     Conservation reserves, which must be fenced in accordance with an approved plan     Essential infrastructure (services/utilities)   |  |  |
|          |            | R70         | Where there is a need for works to satisfy the above requirements, those works must be undertaken at the full cost of the development proponent. Works may constitute Works In Kind for projects included in the DCP, however Council is not obliged to satisfy any liability until contributions sufficient to cover the cost of that liability have been received and projects deemed to be of a higher priority in the DCP have been fully funded or constructed. | Where there is a need for works to satisfy the above requirements, those works must be undertaken at the full cost of the development proponent. Works may constitute Works In Kind for projects included in the DCP at Council's discretion. However, Council is not obliged to satisfy any liability until contributions sufficient to cover the cost of that liability have been received and projects deemed to be of a higher priority in the DCP have been fully funded or constructed, unless the liability arises pursuant to an agreement under section 173 of the <i>Planning and Environment Act 1987</i> , in which case Council is obliged to satisfy the liability in accordance with the agreement. | Wording changes to insert reference to any section 173 agreement that may be applicable.   | Panel recommendation 12<br>S42 (Amex)      |
|          |            | R71         | Streets must be constructed to property boundaries where an inter-parcel connection is intended or indicated in the PSP, by any date or stage of development required or approved by the responsible authority.  | Streets must be constructed to property boundaries where an inter-parcel connection is intended or indicated in the PSP, at a nominated date or stage of development which is to the satisfaction of the responsible authority.  | The amended wording is less restrictive.   | S42 (Amex)                                 |
|          |            | G62         | <ul> <li>Development staging should provide for the timely connection of:</li> <li>Road links between properties</li> <li>Road links to the wider connector streets and arterial road network</li> <li>Pedestrian and cyclist links to the off-road pedestrian and bicycle network.</li> <li>All to the satisfaction of the responsible authority.</li> </ul>  | Deleted  | Duplicates R69.  |  |
| Prec     | inct infra | structure p | olan   |  |  |  |
| 36<br>37 | 3.7.3      | Table 6     |  | Amended table inserted, showing:     Deletion of reference to bridge at items RD18, RD19 and RD20     Amended item IN05     Construction of Spring Creek Community Centre in addition to land purchase   | All connector street crossings of tributaries are intended to be culvert crossings, not bridges.  Strathmore Drive East signalised intersection (IN05) replaced by left-in/left-out T-intersection.  Construction of the Community Centre was omitted in error. The item is included in the exhibited Interim Indicative Infrastructure List (Item CY06B). |  |
| APP      | ENDICES    |             |  |  |  |  |
| 39       | App. A     | Table 7     |  | Amended table inserted based on amended Plan 3. 'Arterial road-widening and intersection flaring (DCP land)' column header to read "Total Intersection Flaring (DCP Land)"   | Table updated as a result of amended Plan 3.   |  |
| 40       | App. B     |             |  | Amended Appendix B inserted  | Number of guidelines rationalised.   | S65 (Parklea)                              |
| 44       | App. C     |             |  | Amended Appendix C inserted  | Reference to play elements included and information provided in table form.  | S42 (Amex)                                 |
| 51       | App. D     |             | Verge widths may be reduced where roads abut open space with the consent of the responsible authority.   | Carriageway and verge widths may be reduced where roads abut open space with the consent of the responsible authority.   | Narrower road reserve and carriageway widths may be appropriate for single frontage roads abutting open space (e.g. park edge roads with 5.5m carriageway).  | S41 (Reeds)<br>S42 (Amex)<br>S65 (Parklea) |
| 56       | App. D     |             |  | 1.5m pedestrian path adjacent reserve deleted  | There is no need for both a shared path and a pedestrian path adjacent to each other.  | S42 (Amex)                                 |
| 58       | App. E     |             |  | Reference to recycled water deleted.   |  | S2 (Barwon Water)                          |
| 59       | App. F     |             |  | Reference to recycled water deleted.   |  | S2 (Barwon Water)                          |
| 61       | App. G     |             |  | Staging management principles inserted from the UGZ1, consistent with material provided by DELWP.  | Improve clarity and consistency.   | S40 (DELWP)                                |

### 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

### APPENDIX 4 COMPARISON OF PSP WITH COMMUNITY PANEL RECOMMENDATIONS

# Comparison of Spring Creek Precinct Structure Plan (Final Draft) to Community Panel Recommendations

| Priority | Community Panel Recommendation  | Council Response (November 2015)  | How the PSP achieves this  | Met? |
|----------|---|---|--|------|
| 1        | Ensure enforceable PSP wide building design and planting covenants that deliver consistent and sustainable outcomes for all residential allotments. | The primary tool for the delivery of building design controls will be the Schedule to the Urban Growth Zone introduced as part of the Planning Scheme Amendment. The suitability of secondary tools (such as Memorandum of Common Provisions) that might complement the available Planning Scheme tools will also be explored.  A draft Integrated Water Cycle Management Plan has been prepared for the Spring Creek PSP with Barwon Water, the Corangamite Catchment Management Authority, Southern Rural Water, Council and the Technical Reference Group for the PSP. This includes sustainable water use, water sensitive urban design principles and treatment of stormwater.  Planting themes on public land within the precinct that will be managed and owned by Council can be delivered as practical. However, planting themes on private land within the precinct can only be encouraged and may only be enforced where planning permits are triggered. | The PSP contains a table with Residential Design Controls (RDCs) that apply to all residential lots across the precinct. The controls regulate lot sizes, building setbacks, building site coverage, garden area, building height, fencing and retaining walls. The controls are intended to be mandatory (except building height which may be varied by a permit which is consistent with the rest of Torquay-Jan Juc) and must be implemented with each residential subdivision through a Memorandum of Common Provisions.  The controls seek to ensure sufficient space is provided around dwellings to enable the planting of vegetation, including canopy trees, in order to achieve a vegetated landscape setting.  The PSP requires the planting of street trees and landscaping of all open space reserves and civic spaces. | Yes  |
| 2        | A range of density housing allowing maximum preservation of land. Example, creek, trees, grasslands.  | The draft framework plan and future urban structure plan will maximise the preservation of areas of significant environmental value including Spring Creek, the gullies and native vegetation. Native vegetation will predominantly be preserved in conservation and drainage/waterway reserves.  In addition to the measures set out at Priority 1, housing is proposed at a range of housing densities with minimum lot sizes of approximately 500m² around the activity centre/community hub, to larger 2000m² lots on the western boundary, adjacent to Grossmans Road and on steep land adjacent to Spring Creek.  | The PSP provides a range of housing densities as follows:  The majority of lots will be 600-900m² in size across the precinct.  1500-2000m² lots will be located in sensitive interface areas, including along the western settlement boundary and on steep land on the north side of Spring Creek.  500-600m² lots will be provided within walkable catchments around the neighbourhood activity centre, school and local convenience centres.  Opportunities for medium density housing now provided within and immediately adjacent to the neighbourhood centre to increase housing diversity.  The PSP achieves an overall density of 11.3 dwellings   | Yes  |

| Priority | Community Panel Recommendation  | Council Response (November 2015)   | How the PSP achieves this   | Met? |
|----------|---|--|---|------|
|          |   |  | per hectare, which is less than the state standard of 15 dw/ha.  The PSP maximises the preservation of significant environmental assets – including Spring Creek, its tributaries and native vegetation – within an integrated system of conservation, drainage/waterway and open space reserves. Over 57ha of open space is provided (23% of the precinct area), including nearly 10ha of conservation reserves. |      |
| 3        | A defined and FINAL town boundary along the western edge of the precinct.   | The settlement boundary is defined in the planning scheme at Clause 21.08. The Spring Creek Framework Plan and PSP will reinforce this to the full extent possible by not allowing any road to terminate at the western boundary and through the use of a sensitive interface comprised of lower density lots and reserves on the western boundary.  | The PSP provides a firm boundary along the western edge of the precinct. Larger lots (1500-2000m²) are provided along the western boundary with requirements for a 20m building setback, a 10m wide vegetation buffer and specific fencing to provide a transition and an amenity buffer to adjoining rural land.   | Yes  |
|          | House-to-plot ratio to have a lower percentage than the state average. (Increased proportion of garden to building/hard surfaces).  | This will be written into the building design controls and Urban Growth Zone Schedule through a maximum site coverage provision.   | The RDCs specify a maximum 35% building site coverage (or 50% where a 7 star single storey house is proposed), which is well below the 60% allowed under ResCode; and a minimum 30-35% garden area which accords with the new State provisions in the General Residential Zone.   | Yes  |
| 4        | Include a small-scale area to encourage meeting places within the precinct with a community focus that allows for; - A cafe style business/milk bar and - A community building/space. | The Framework Plan includes a community building as recommended in the Community Infrastructure Report as part of a community hub within the southern area of Spring Creek.  Planning principles around reducing vehicle trips, shared carparking, and sustainable activity centre planning indicate that a location close to the shopping centre, primary school and other facilities is ideal. (for example, Activity Centre Design Guidelines, DELWP).  Milk bars and other small scale retail premises like cafes can be provided within the General Residential Zone "Out of Centre" with planning permit approval. | The neighbourhood centre, community facility and local convenience centres provide opportunities for the provision of local services and a place for the community to meet and interact.  | Yes  |

| Priority | Community Panel Recommendation   | Council Response (November 2015)   | How the PSP achieves this   | Met? |
|----------|--|--|---|------|
| 5        | Targeted surveys happen as soon as possible for Coastal Moonah; Bellarine Yellowgum; Growling Grass Frog; Western Plains Galaxiella; Yara Pigmy Perch. To also include a Eastern Grey Kangaroo management plan. With further studies to done in spring/early summer to identify potential, additional plant species. | Surveys for the Western Plains Galaxiella, Yarra Pigmy Perch and Growling Grass Frog have been commissioned. Arboricultural and biodiversity surveys have been completed and these surveys encompass the Bellarine Yellow Gums and Moonah.  A tailored plan to manage the kangaroo population will be developed by Council with input from DELWP and consulting biodiversity experts. Based on advice from DELWP regional and Melbourne office, the template for the Kangaroo Management Plan used in Melbourne is not suitable for local use as it has been developed for environments like Metropolitan Melbourne. | Targeted surveys were undertaken as part of the technical studies that have informed the PSP. None of the targeted species were observed and the precinct is unlikely to provide suitable habitat for these species. Bellarine Yellow Gums are protected within conservation reserves where possible, including a large patch south of Spring Creek.  The PSP contains Kangaroo Management Principles that will be implemented through the UGZ schedule.  | Yes  |
|          | Prohibit the subsequent secondary subdivision of allotments.   | This will be mandated in planning policy through the Schedule to the Urban Growth Zone.  | The RDCs prohibit further subdivision of lots (except designated medium density lots).  | Yes  |
|          | No Roads to be along or terminate at<br>Western Boundary   | The draft framework plan demonstrates that no roads will terminate at the Western boundary.  | No roads terminate at the western boundary.   | Yes  |
| 6        | Overlays which encourage indigenous flora & fauna systems to thrive. This is an opportunity for human communities to live in harmony with the natural environment.   | The Native Vegetation Precinct Plan (NVPP) is the planning tool in a PSP that provides similar protection to an overlay. The Native Vegetation Precinct Plan will show the preservation of stands of Bellarine Yellow Gums and other significant vegetation in conservation reserves. Healthy scattered trees are to be retained within the future urban environment wherever possible/practicable. Current planning policies affecting the area encourage the retention of species such as the Bellarine Yellow Gum and Coastal Moonah.   | The NVPP regulates the management of native vegetation by specifying which vegetation must be retained and which may be removed. The 'practical retention' of vegetation that may be removed is encouraged through responsive subdivision design, e.g. through incorporating vegetation within road reserves, open space or larger lots.  Significant vegetation and fauna habitat is preserved in conservation and waterway/drainage reserves. The wide creek buffers provide movement corridors for | Yes  |
| 7        | Before the PSP is finalised, get all technical reports and follow through on all recommendations.  | This will be completed   | wildlife.  All technical reports have been completed and have informed the PSP.   | Yes  |
|          | There should be a bridge across the creek for pedestrians and bicycles only  | The draft framework plan shows a bridge for pedestrians and cyclists only. This will be confirmed through the traffic study once the flow on implications for the road network including Duffields Road is understood.   | The PSP provides for a pedestrian/cycle bridge across Spring Creek to connect the northern and southern precincts.  | Yes  |

| Priority | Community Panel Recommendation   | Council Response (November 2015)  | How the PSP achieves this   | Met?             |
|----------|--|---|---|------------------|
|          | A maintenance & commercial plan for open space - developer contribution plan. Special rates or fees targeted to Spring Creek Precinct residents. | This will need to be explored through the development contribution/infrastructure contribution process. Under a Victorian Ministerial Direction, maintenance cannot be funded through a Developer Contributions Plan. Resourcing options for the maintenance of open space will need to be determined, including clarity around responsibility and mechanisms that might support Council's activities.  | The PSP includes requirements for the delivery of open space and minimum standards that must be met by developers prior to handover to Council. Maintenance will occur through Council's parks & open space operational budgets following a standard 2 year maintenance period.  The DCP to be prepared for Spring Creek may include contributions towards open space improvements. | Partially<br>met |
|          | Regenerate tributary (Jaar Nu Ruc) and areas on steep slopes of spring creek subject to erosion.   | Jaar Nu Ruc is encumbered and is proposed to form part of a drainage reserve with a buffer. An integrated approach will be taken so the gully's main role as a drainage reserve will be complemented through revegetation and enhancement of environmental qualities.   | Spring Creek and the northern tributaries will be preserved and enhanced through inclusion in waterway/drainage reserves and creek buffers, which are wider than the average State minimum.  The PSP includes requirements for revegetation and environmental rehabilitation.   | Yes              |
|          | Preserve significant stands of Bellarine Yellowgum, with a 15% coverage of the whole site.   | The BYG is recognised and afforded protection on public land under the Victorian <i>Flora and Fauna Guarantee Act</i> (1988) which lists the species as threatened. A state-wide action plan is in place for the species under the Act. Existing Surf Coast planning policy also places a high priority on the protection of species like BYG and Coastal Moonah. This includes Municipal Strategic Statement at Clause 21.08.  Larger lots and limits on footprints will enhance the opportunity for planting. It is considered that devoting 15% of an urban area to a single tree species is not achievable due to the limits of the planning system and the need to provide more broadly for a locally indigenous theme as part of the future setting.  Instead it is proposed that all significant stands of | Significant stands of Bellarine Yellow Gum are protected in roadside verges and conservation reserves, including a large consolidated patch in the southern portion of the precinct.  The NVVP encourages the practical retention of vegetation that is not protected.  | Partially<br>met |
|          |  | vegetation (including BYGs) be preserved in conservation reserves. In urban areas, healthy BYGs will be retained wherever possible within the urban fabric. Locally indigenous planting themes that include BYGs will be used   |   |                  |

| Priority | Community Panel Recommendation   | Council Response (November 2015)  | How the PSP achieves this  | Met? |
|----------|--|---|--|------|
|          |  | on Council-controlled public land and encouraged on private land. This will not preclude the planting of other vegetation including edible gardens and local food production.   |  |      |
| 8        | The Creek Buffer to increase beyond 30m and must link and integrate with other areas of open space within and beyond the precinct                                      | The width of the buffer to Spring Creek will be at least 75m on each side of the creek having regard to environmental assets and topography and the buffers to the gullies will be at least 50m.  The plan will consider linear open space and road/path connections within and beyond the precinct. The draft framework plan shows linear open space linking creeks, gullies and open space parks. | Spring Creek has a mandatory buffer of 75 metres in width either side of the creek measured from the 1 in 10 year flood level. This is in excess of the 30m required by State policy in the planning scheme. The buffers for Spring Creek provide a balanced compromise between the State minimum of 30m (which was not considered adequate) and the community panel expectations. The steep slopes, need for habitat corridors and Aboriginal heritage protection all pointed towards larger than average buffers. The creek buffers contribute to an integrated open space network that connects with open space in adjoining residential estates (Surf View and Great Ocean Views). A pathway network will be established along the creeks. | Yes  |
|          | Best Practice water sensitive urban design is to be implemented in all areas, considered in initial planning of the precinct (upfront).                                | An integrated Water Cycle Management Plan as described above is in the process of being completed. This will be available as part of the documents provided for the exhibition of the PSP.  | The PSP contains requirements for best practice stormwater management and is based on the principles of integrated water cycle management. A system of retarding basins, sediment ponds and wetlands will be provided subject to further detailed design at the subdivision stage, while existing waterways are protected with generous setbacks and revegetation.   | Yes  |
|          | Maximise local employment through the development of the site.   | Local employment will be encouraged by Council and will be extended to initiatives such as local art where practical. The retail centre will also provide local employment opportunities. While Council can encourage local employment opportunities it is unable to require/regulate this.   | The neighbourhood centre and local convenience centres provide local employment opportunities. Construction activities will also contribute to employment. The PSP estimates that 371 direct jobs will be created, with further indirect jobs expected as a result of the increased population.  | Yes  |
|          | Bicycle path looping around both sides<br>of the creek, creek edge and integrate<br>with external paths. No bike path along<br>Duffields Rd (too hard to ride on these | A bike path is shown on the draft framework plan along both sides of Spring Creek.  | An extensive network of pathways has been provided, including the extension of the regional path along the Great Ocean Road and provision of off-road shared paths along both sides of Spring Creek and main roads. A regional bicycle path will not be provided on Duffields  | Yes  |

| Priority | Community Panel Recommendation  | Council Response (November 2015)  | How the PSP achieves this   | Met? |
|----------|---|---|---|------|
|          | hills, hence no need to widen road).  |   | Road as the required road widening would result in a significant loss of roadside vegetation.   |      |
| 9        | Bring art into the landscape  | Council will promote the use of locally-produced public art in the public realm.  | The provision of public art is encouraged for public spaces and the neighbourhood centre.   | Yes  |
| 10       | Use planning controls to protect<br>significant scenic and natural areas<br>preserving places where people can<br>comfortably enjoy the natural beauty of<br>the site | The draft framework plan shows local parks and reserves that have been located to capitalise on viewlines from identified high points. The creek environs and significant conservation areas within the precinct will provide opportunities for appreciation of the natural environment and passive recreation. | Areas of natural and scenic significance are included in the open space network. The creek environs and significant conservation areas within the precinct will provide opportunities for appreciation of the natural environment and passive recreation. | Yes  |

### 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

### APPENDIX 5 URBAN GROWTH ZONE SCHEDULE 1

--/--/20--Proposed C114

### SCHEDULE 1 TO CLAUSE 37.07 URBAN GROWTH ZONE

Shown on the planning scheme map as UGZ1.

### SPRING CREEK PRECINCT STRUCTURE PLAN

### 1.0 The Plan

--/--/20--Proposed C114 Plan 1 shows the future urban structure proposed in the Spring Creek Precinct Structure Plan.

### Plan 1 to Schedule 1 to Clause 37.07

Updated plan to be inserted

### 2.0 Use and development

--/--/20--Proposed 2111

The Land

--/--/20--Proposed C114 The provisions specified in this schedule apply to the land shown within the 'PSP boundary' on Plan 1 to this schedule and shown as UGZ1 on the planning scheme maps.

### 2.2 Applied zone provisions

--/--/20--Proposed C114

The provisions of the following zones in this scheme apply to the use and subdivision of land, construction of a building, and construction and carrying out of works, by reference to Plan 1 of this schedule.

Table 1: Applied zone provisions

| Land shown on Plan 1 of this schedule                    | Applied zone provisions                   |  |  |
|--|---|--|--|
| Neighbourhood centre<br>Local convenience centre (north) | Clause 34.01 – Commercial 1 Zone          |  |  |
| All other land   | Clause 32.08 – General Residential 1 Zone |  |  |

### 2.3 Specific provisions – Use of land

--/--/20--Proposed C114

### Section 1 - Permit not required

| Use                            | Condition  |  |
|--------------------------------|--|--|
| Retail premises                | Where the applied zone is Commercial 1 Zone the combined leasable floor area of all retail premises must not exceed:                               |  |
|                                | <ul> <li>3,000 square metres for land shown as a<br/>Neighbourhood Centre in the Spring Creek<br/>Precinct Structure Plan prior to 2030</li> </ul> |  |
|                                | <ul> <li>5,000 square metres for land shown as a<br/>Neighbourhood Centre in the Spring Creek<br/>Precinct Structure Plan</li> </ul>               |  |
|                                | <ul> <li>400 square metres for land shown as a Local<br/>Convenience Centre in the Spring Creek<br/>Precinct Structure Plan.</li> </ul>            |  |
| Any use listed in Clause 62.01 | Must meet requirements of Clause 62.01.  |  |

### Section 2 - Permit required

| Use Condition |
|---------------|
|---------------|

Any use in Section 1 where the condition is not met

Any other use not in Section 1 or 3

### Section 3 - Prohibited

#### Use

In all applied zones:

Car wash

Service station

In the applied General Residential Zone:

Convenience restaurant

Take away food premises

Any other use where specified in the applied zone

### 2.4 Specific provisions - Subdivision

--/--/20--Proposed C114

A permit to subdivide land within the applied General Residential Zone must meet the following requirements:

Lot sizes must be consistent with the Residential Design Controls as set out at Table 2 of the Spring Creek Precinct Structure Plan, to the satisfaction of the responsible authority. Where a Residential Design Control relating to subdivision conflicts with an objective or standard of Clause 56 of this scheme, the Residential Design Controls prevail.

### 2.5 Specific provisions – Buildings and works

--/--/20--Proposed C114

### **Neighbourhood Centre**

The following buildings and works requirements apply to an application to construct a building or construct or carry out works on land identified as the Neighbourhood Centre in the Spring Creek Precinct Structure Plan:

A permit must not be granted to construct a building or construct or carry out works
within the land identified as the Neighbourhood Centre in the Spring Creek Precinct
Structure Plan until a concept plan for the Neighbourhood Centre has been prepared to
the satisfaction of the responsible authority.

Unless the responsible authority agrees, the concept plan must include all of the land in the Neighbourhood Centre and must be generally in accordance with the objectives and planning and design guidelines within the Spring Creek Precinct Structure Plan.

A permit may be granted to construct a building or construct or carry out works prior to the approval of a concept plan if, in the opinion of the responsible authority, the grant of the permit will not prejudice the future use and development of the land in an integrated manner, and not prejudice the delivery of the Neighbourhood Centre generally in accordance with section 3.2 of the Spring Creek Precinct Structure Plan to the satisfaction of the responsible authority.

The concept plan may be amended to the satisfaction of the responsible authority.

### Buildings and works in the applied General Residential Zone

A permit is required to construct a building which is more than 7.5 metres above natural ground level or to extend a building where the extension is more than 7.5 metres above

natural ground level (excluding any television antenna, chimney, flue or solar panels attached to the building).

### Construction of a dwelling - Residential Design Controls

The following buildings and works requirements apply to the construction of a building or the construction or carrying out of works associated with a dwelling:

The construction of a dwelling on a residential lot must meet the Residential Design Controls as set out at Table 2 of the Spring Creek Precinct Structure Plan to the satisfaction of the responsible authority.

Where a residential design control relating to the development of a dwelling conflicts with an objective or standard of Clause 54 or Clause 55 of this scheme, other than in relation to dwellings proposed for any medium and high density housing areas depicted on Plan 1 to this schedule or by reference to a Concept Plan approved pursuant to this schedule, the Residential Design Controls prevail.

### 3.0 Application requirements

--/--/20--Proposed C114

The following application requirements apply to an application for a permit under Clause 37.07, in addition to those specified in Clause 37.07 and elsewhere in the scheme and must accompany an application, as appropriate, to the satisfaction of the responsible authority:

### Subdivision - Residential development

In addition to any requirement in Clasue 56.01-2, a subdivision design response for a residential subdivision must include:

- A written statement that explains how the subdivision meets the objectives, requirements, guidelines and residential design controls in the Spring Creek Precinct Structure Plan;
- An arboricultural report identifying all trees on the site and a tree retention plan identifying how the application responds to Map 2 Trees to be Retained and Removed in the Spring Creek Native Vegetation Precinct Plan and any tree protection requirements and guidelines within the Spring Creek Precinct Structure Plan and/or Spring Creek Native Vegetation Precinct Plan;
- A statement that demonstrates how a reasonable attempt has been made to avoid or minimise impacts on vegetation identified for 'practical retention' in the Spring Creek Native Vegetation Precinct Plan and how vegetation that is to be retained will be protected;
- A land budget table in the same format and methodology as those within the Spring Creek Precinct Structure Plan, setting out the amount of land allocated to the proposed uses and expected population and dwelling yields;
- Integration with the existing or proposed subdivision of adjoining properties including through alignment and configuration of the street network and landscape character;
- The staging of the development;
- Indicative concept design for land identified as future medium density and/or integrated housing which details the following to the satisfaction of the responsible authority:
  - Indicative dwelling yield and housing types
  - Indicative lot layout and building envelopes
  - Safe and effective vehicle ingress and egress
  - Proposed means and location for waste collection
  - · Servicing arrangements
  - Landscaping treatments
  - How the site will be able to facilitate active interfaces to adjacent streets and open spaces

### **Conservation Management Plan**

An application for subdivision on a land parcel which includes a conservation reserve must be accompanied by a Conservation Management Plan to the satisfaction of the responsible authority. The plan must be to the satisfaction of the responsible authority and address four key biodiversity themes:

- Biodiversity representation
- Ecological restoration
- · Fire management; and
- Threat management

### Public Infrastructure Plan

An application for subdivision must be accompanied by a Public Infrastructure Plan which addresses the following:

- A stormwater management strategy that makes provision for the staging and timing of stormwater drainage works, including temporary outfall provisions, to the satisfaction of the Catchment Management Authority and the responsible authority;
- An Integrated Water Management Statement which addresses how the objectives and
  planning and design guidelines of the Integrated Water Management Plan of the Spring
  Creek Precinct Structure Plan are achieved and what land may be affected or required
  for the provision of infrastructure works;
- The provision, staging and timing of road works internal and external to the land consistent with any relevant traffic report or assessment;
- The landscaping of any land;
- Potential bus route and bus stop locations prepared in consultation with Public Transport Victoria;
- What, if any, infrastructure set out in an applicable Development Contributions Plan is sought to be provided as "works in lieu" subject to the written consent of the responsible authority;
- The provision of public open space and land for any community facilities;
- Any other matter relevant to the provision of public infrastructure required by the responsible authority; and
- A Landscape Master Plan which addresses the following:
  - · themes for the planting of street trees within all road reserves
  - concepts for the landscaping of public open space reserves.

The Landscape Master Plans must address and respond to the provisions set out in the Spring Creek Precinct Structure Plan and include objectives and principles for the subsequent preparation of detailed landscape plans in relation to each part of the land.

### **Traffic Impact Assessment**

An application that proposes to create or change access to an arterial road must be accompanied by a Traffic Impact Assessment Report (TIAR). The TIAR, including functional layout plans and a feasibility / concept road safety audit, must be to the satisfaction of VicRoads and the responsible authority, as required.

Use or develop land for a sensitive purpose – Environmental Site Assessment for land at 225 Grossmans Road, 90, 140 and 170 Duffields Road and 200, 220 and 260 Great Ocean Road

An application for the subdivision, use or development of land for a sensitive use (residential use, child care centre, kindergarten or primary school) within areas identified as being of potential environmental interest (e.g. potentially contaminated land or land at risk

from land slip), must be accompanied by an environmental site assessment by a suitably qualified environmental professional to the satisfaction of the responsible authority. The assessment should include the following information:

- Detailed assessment of potential contaminants on the relevant land.
- Clear advice on whether the environmental condition of the land is suitable for the proposed use/s and whether an environmental audit of all, or part, of the land is recommended having regard to the Potentially Contaminated Land General Practice Note June 2005 DSE.
- Detailed assessment of surface and subsurface water conditions and geotechnical characteristics on the relevant land and the potential impacts on the proposed development including any measures required to mitigate the impacts of groundwater conditions and geology on the development and the impact of the development on surface and subsurface water.
- Recommended remediation actions for any potentially contaminated land.

All to the satisfaction of the responsible authority.

### Sloping Land

An application for subdivision or buildings and works on land with a slope greater than 10% must be accompanied by a report and plan that addresses the following:

- The type, location and approximate depth of any proposed earthworks;
- The location and approximate height of proposed retaining walls or other methods of retaining soil batters;
- The impact of the proposed development and works on land stability and erosion, and identification of appropriate methods of erosion control and slope stability for the proposed development;
- The location and approximate grade of any proposed roads and paths;
- Indicative lot access arrangements consistent with Surf Coast Shire standards for crossover design.

An application for development on any natural or fill slopes that are steeper than 1V:6H (i.e. 10 degrees) and are more than 3 metres high must also be accompanied by detailed topographical surveying, geotechnical assessment and details of any remediation works to the satisfaction of the responsible authority.

### **Neighbourhood Centre and Local Convenience Centres**

An application to exceed the combined leasable floor area indentified at section 2.3 for the Neighbourhood Centre and Local Convenience Centre must be accompanied by an economic impact assessment prepared by a qualified person to the satisfaction of the responsible authority. The assessment must address the following matters:

- The local catchment demand for the proposed retail floorspace; and
- The economic effect on existing or proposed activity centres in Torquay-Jan Juc, in particular the Torquay Town Centre.

### Kangaroo Management Response

An application for subdivision must be accompanied by:

- A staging plan to help avoid landlocked kangaroos. All staging plans must be prepared
  in accordance with the key management principles outlined in the Spring Creek
  Precinct Structure Plan; and
- A 'design/management response' statement outlining how the application is consistent
  with the key management principles outlined in the Spring Creek Precinct Structure
  Plan.

Both the staging plan and the 'design/management' response are to be to the satisfaction of the responsible authority.

### 4.0 Conditions and requirements for permits

--/--/20--Proposed C114 Any permit must contain conditions which give effect to any requirements or conditions of the relevant part of the Spring Creek Precinct Structure Plan and Spring Creek Native Vegetation Precinct Plan.

### Condition - Development Contributions

A permit for subdivision must contain the following condition:

Where a development contributions plan for the Spring Creek Precinct has not been incorporated in this scheme, a Statement of Compliance in respect of subdivision of land must not be issued unless the owner enters into an agreement under Section 173 of the Planning and Environment Act 1987 providing for development contributions. The agreement must have regard to the matters set out in the Spring Creek Precinct Structure Plan.

The agreement must provide for the owner to make a development contribution that the responsible authority is satisfied is necessary to ensure the orderly and proper development of the Spring Creek Precinct. The agreement may also provide for the timing of land acquisition and other buildings and works to be undertaken or funded by any person other than the owner of the land subject to the agreement of the responsible authority or any public authority.

### Condition – Land required for open space, conservation reserves and community facilities

A permit for subdivision must contain the following condition, as appropriate:

Land required for open space, conservation reserve or community facilities as set out in the *Spring Creek Precinct Structure Plan* must be transferred to or vested in Council at no cost to Council unless the land is funded by an applicable Development Contributions Plan or agreement under section 173 of the Planning and Environment Act 1987 pursuant to Schedule 3 to the Development Contributions Plan Overlay.

### Condition - Land required for road widening

A permit for subdivision must contain the following condition, as appropriate:

Land required for road widening, including right of way flaring for the ultimate design of any intersection with an existing or proposed arterial road or connector road, must be transferred to or vested in Council or VicRoads at no cost to the acquiring agency unless the land is funded by an applicable Development Contributions Plan or agreement under section 173 of the Planning and Environment Act 1987 pursuant to Schedule 3 to the Development Contributions Plan Overlay.

### Condition - Bushfire management

Any permit for subdivision must contain the following conditions:

Before the commencement of works for any stage of subdivision, a Site Management Plan that addresses bushfire risk during, and where necessary, after construction must be submitted to and approved by the Country Fire Authority and the responsible authority. The plan must specify, amongst other things:

- The staging of development and the likely bushfire risks at each stage.
- An area of land between the development edge and non-urban areas consistent with the separation distances specified in AS3959-2009, where bushfire risk is managed.

- The measures to be undertaken by the developer to reduce the risk from fire within any surrounding rural or undeveloped landscape and protect residents and property from the threat of fire.
- How adequate opportunities for access and egress will be provided for early residents, construction workers and emergency vehicles.
- The reticulated fire hydrant service plan, with calculated pressure and flows available during peak demand.

Roads must be constructed to the followings standards, unless otherwise approved by the Country Fire Authority:

- Constructed roads must be a minimum of 7.3 metres trafficable width where cars are parked on both sides, or:
  - A minimum of 5.4 metres in trafficable width where cars may park on one side only.
  - A minimum of 3.5 metres width with no parking and 0.5 metres clearance to structures on either side, and if this width applies, there must be passing bays at least 20 metre long, 6 metres wide and located not more than 200 metres apart.
- Roads must be constructed so that they are capable of accommodating a vehicle of 15 tonnes for the trafficable road width.
- The average grade of a road must be no more than 1 in 7 (14.4% or 8.1°).
- The steepest grade on a road must be no more than 1 in 5 (20% or 11.3°) with this grade continuing for no more than 50 metres at any one point.
- Dips in a road must have no more than a 1 in 8 grade (12.5% or 7.1°) entry and exit
  angle.
- Constructed dead end roads more than 60 metres in length from the nearest intersection
  must have a turning circle with a minimum radius of 8 metres (including roll-over curbs
  if they are provided).

### Condition - Public transport

A permit for subdivision must contain the following condition, as appropriate:

Unless otherwise agreed by Public Transport Victoria, prior to the issue of a Statement of Compliance for any subdivision stage, bus stop hard stands with direct and safe pedestrian access to a pedestrian path must be constructed:

- In accordance with the Public Transport Guidelines for Land Use and Development and be compliant with the Disability Discrimination Act – Disability Standards for Accessible Public Transport 2002.
- At locations approved by Public Transport Victoria, at no cost to Public Transport Victoria, and to the satisfaction of Public Transport Victoria.

### Condition - Construction management

A permit for subdivision must contain the following condition:

Before any works start, a Construction Environmental Management Plan (CEMP) to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. In addition to the responsible authority's standard requirements, the CEMP must also include:

- Where trees are identified for removal, the plan must address:
  - Prior to the removal, lopping or destruction of a tree, the examination of the tree by
    a suitably qualified individual for the presence of vertebrate fauna, including those
    using external nests (eg. common ringtail possum, bird nests) and tree hollows.
  - Where native fauna species are identified as being present, the salvage and relocation of the fauna in accordance with all relevant legislation and approvals.
- Details of tree protection zones for all trees to be retained on the site

 Relevant kangaroo management principles and preventative actions (including exclusion fencing and removal of attractants) in accordance with the staging plan and design/management response required by this schedule.

Condition – Use or development of land for a sensitive purpose – Environmental Site Assessment for land at 225 Grossmans Road, 90, 140 and 170 Duffields Road and 200, 220 and 260 Great Ocean Road

A permit for subdivision must contain the following condition, as appropriate:

Before the certification of a plan subdivision under the *Subdivision Act 1988*, the recommendations of the Phase 2 Environmental Site Assessment submitted with an application must be carried out to the satisfaction of the responsible authority.

Upon receipt of the further testing report the owner must comply with any further requirements made by the responsible authority after having regard to the guidance set out in the General Practice Note on *Potentially Contaminated Land June 2005 (DSE)*. The plan of subdivision must not be certified until the responsible authority is satisfied that the land is suitable for the intended use.

### Condition - Memorandum of Common Provisions

A permit for subdivision must contain the following condition, as appropriate:

Before the issue of a statement of compliance for the subdivision or stage of subdivision under the *Subdivision Act 1988*, a Memorandum of Common Provisions must be submitted to and approved by the responsible authority.

The Memorandum of Common Provisions must implement the Residential Design Controls as set out in Table 2 of the Spring Creek Precinct Structure Plan.

An application must be made to the Registrar of Titles to have the Memorandum of Common Provisions registered on the title of each lot pursuant to section 181 of the *Subdivision Act 1988* which provides that on each lot to be created, buildings must be constructed only in accordance with the Memorandum of Common Provisions.

### Condition – Functional Layout Plans

A permit for subdivision must contain the following condition:

Before the certification of a plan of subdivision under the *Subdivision Act 1988*, functional layout plans of the road network for the subdivision or the stage of subdivision must be submitted to and approved by the responsible authority. When approved the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The functional layout plans must be generally in accordance with the application plans but show the following, as appropriate:

- Road pavements and verges
- Underground services
- Intersection devices
- Driveways and crossovers
- · Shared, pedestrian and bicycle paths
- Street lights
- Street trees
- Any trees proposed to be removed or retained
- Bus stops
- On-street parking spaces

A typical cross section of each street must also be submitted showing above and below ground placement of services, street lights and trees.

The plans and cross sections must demonstrate how services, driveways and street lights will be placed so as to achieve the required road reserve width (consistent with the road cross sections in the *Spring Creek Precinct Structure Plan*) and accommodate the minimum level of street tree planting requirements. The plan and cross sections must nominate which services will be placed under footpaths or road pavement, as relevant.

The plans and cross sections are to be to the satisfaction of the responsible authority and all relevant service authorities.

### 5.0 Exemption from notice and review

--/--/20--Proposed C114

None specified.

### 6.0 Decision guidelines

--/--/20--Proposed C114 The following decision guidelines apply to an application for a permit under Clause 37.07, in addition to those specified in Clause 37.07 and elsewhere in the scheme which must be considered, as appropriate, by the responsible authority:

- Whether the use, subdivision or development is consistent with the Spring Creek Precinct Structure Plan.
- Whether the use, subdivision or development is consistent with the Spring Creek Native Vegetation Precinct Plan.
- Whether the use, subdivision or development is consistent with any applicable Development Contributions Plan.
- Whether an application for land within the Neighbourhood Centre is consistent with any approved Concept Plan.

Before deciding on an application to use land for retail premises on land identified within the Neighbourhood Centre, the responsible authority must consider, as appropriate:

- The local catchment and PSP catchment demand for the additional floor area; and
- The effect on existing and future activity centres within Torquay-Jan Juc, in particular the Torquay Town Centre.

Before deciding on an application to construct or extend a building greater than 7.5 metres in height, the responsible authority must consider:

- Whether a building height over 7.5 metres is reasonable due to the physical constraints of the site.
- Whether the building has been designed to step down the slope on steep sites to reduce building height and reduce the appearance of visual bulk.
- Whether the extent of building that exceeds a height of 7.5 metres above natural ground level is appropriate.
- Whether the height of a building will cause the building to be visually prominent within the landscape or when viewed from adjoining properties.
- Whether the landscaping of the site will soften the appearance of the building in the landscape and from adjoining properties.
- How the building height contributes to the visual appearance of building scale and bulk.

### 7.0 Advertising signs

--/--/20--Proposed

Advertising sign requirements are at Clause 52.05. All land is in Category 3.

### 2.1 Planning Scheme Amendment C114 - Spring Creek Precinct Structure Plan

### APPENDIX 6 C114 EXPLANATORY REPORT

Planning and Environment Act 1987

# SURF COAST PLANNING SCHEME AMENDMENT C114

### **EXPLANATORY REPORT**

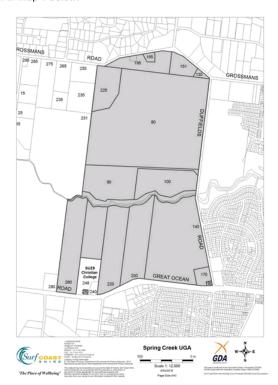
### Who is the planning authority?

This amendment has been prepared by the Surf Coast Shire Council, which is the planning authority for this amendment.

### Land affected by the Amendment

The Amendment applies to approximately 245 hectares of land located to the west of the township of Torquay. The land within the Spring Creek Precinct extends one kilometre west of Duffields Road and is bounded by the Great Ocean Road to the south and Grossmans Road to the north.

The precinct is shown in Map 1 below.



### What the amendment does

The Amendment incorporates the Spring Creek Precinct Structure Plan into the Surf Coast Planning Scheme; amends Schedule 1 to the Urban Growth Zone and rezones part of land within the precinct to Urban Growth Zone (UGZ1); applies the Development Contributions Plan Overlay Schedule 3 (DCPO3) to all land zoned; and incorporates the Spring Creek Native Vegetation Precinct Plan.

The Amendment:

- Rezones part of land within the amendment area from Special Use Zone Schedule 9 (SUZ9) to Urban Growth Zone Schedule 1 (UGZ1)
- Deletes the Vegetation Protection Overlay Schedule 1 (VPO1) from land within the amendment area
- Amends Schedule 1 to Clause 37.07 Urban Growth Zone (UGZ1) to facilitate the development of the land in accordance with the Spring Creek Precinct Structure Plan
- Amends the Schedule to Clause 36.03 Public Conservation and Resource Zone (PCRZ) to include reference to the Spring Creek Precinct Structure Plan
- Inserts Schedule 3 to Clause 45.06 Development Contributions Plan Overlay (DCPO)
- Applies the Development Contributions Plan Overlay Schedule 3 (DCPO3) to all land zoned Urban Growth Zone within the amendment area
- Amends the Schedule to Clause 52.01 to provide for open space contributions within the amendment area
- Amends the Schedule to Clause 52.16 to include the Spring Creek Native Vegetation Precinct Plan
- Amends the Schedule to Clause 81.01 to include two new incorporated documents titled "Spring Creek Precinct Structure Plan" and "Spring Creek Native Vegetation Precinct Plan".

### Strategic assessment of the Amendment

### Why is the Amendment required?

In March 2014, Surf Coast Amendment C95 rezoned approximately 240 hectares of land within the precinct to Urban Growth Zone to facilitate a precinct structure planning process to determine the future form of development within the '1 kilometre west' land in the Spring Creek valley. The Reasons for Ministerial Intervention for Amendment C95 outlined that a precinct structure plan would set out all the detailed planning requirements for future development, including the open space network, infrastructure servicing, road links and urban form. The PSP would ultimately need to be incorporated into the Surf Coast Planning Scheme through a planning scheme amendment that will be subject to the normal public exhibition, submissions, and independent review processes.

Surf Coast Shire Council has now prepared the Spring Creek Precinct Structure Plan (PSP) which provides the necessary future urban structure and guidance on infrastructure, transport and open space to enable urban development to commence within the precinct. This amendment will incorporate the Spring Creek PSP into the Surf Coast Planning Scheme, using a schedule to the Urban Growth Zone as the primary tool to detail the uses permitted within the precinct, along with the statutory requirements for planning permits and permit applications in accordance with the PSP.

### How does the Amendment implement the objectives of planning in Victoria?

To provide for the fair, orderly, economic and sustainable use and development of land

The Amendment responds to the unique environmental and social context of the site, which is located on the fringe of one of the fastest growing townships in Victoria. The site abuts the Great Ocean Road, which is a key tourism destination within the State, and is traversed by Spring Creek which is an important local waterway. The Amendment will ensure that future development in the area is of a scale and density which is respectful of the environmental and amenity values of the site and surrounding area.

Development of the precinct for residential housing and an activity centre will result in short term construction jobs and long term job opportunities in retailing, office and servicing industries.

To provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity

The Amendment will protect the natural features of the site through the implementation of appropriate planning controls. The precinct contains the Spring Creek waterway and its tributaries which are to be protected and enhanced through the establishment of waterway and drainage reserves and the location of local parks adjacent to the waterways, providing a buffer to new development.

Spring Creek, which traverses the precinct from east to west, will retain its current Public Conservation and Resource Zone (PCRZ), Environmental Significance Overlay (ESO) and Land Subject to Inundation Overlay (LSIO). Changes to the boundary of the extent of the overlays are subject to a separate Amendment C85 which was adopted in 2017 but not yet approved. Works in the vicinity of

Spring Creek will be minimal, restricted to the construction of a pedestrian crossing, local parks and retarding basins.

A Native Vegetation Precinct Plan (NVPP) has been prepared in conjunction with the PSP, which will protect remnant vegetation patches and trees of significance within the precinct. An existing Vegetation Protection Overlay (VPO) is proposed to be removed from the amendment area, as the vegetation will be appropriately retained and protected through the NVPP and PSP. The Future Urban Structure has incorporated the majority of trees within the VPO into a conservation reserve, and has identified all trees of conservation value for retention within the NVPP.

To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria

The Amendment will result in a cohesive extension to the Torquay township. The PSP includes Residential Design Controls which will guide development and ensure that the precinct maintains a high level of amenity into the future. The enhancement of the waterways through the precinct will provide a high quality network of paths through the open space network, which will be available to both the local and tourism community.

To conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value

The site abuts (but does not include) the *Great Ocean Road and Environs* which is registered on the National Heritage List (ID: 105875), Victorian Heritage Register (H2261) and the National Trust Register (L10278). A permit is not required under the *Heritage Act 1995* for the preparation of the PSP. The PSP proposes two future intersections (outside of the Precinct) of connector streets with the Great Ocean Road. Heritage Permits may be required for these works.

To protect public utilities and other assets and enable the orderly provision and coordination of public utilities and other facilities for the benefit of the community

The PSP comprises a number of items which are to be funded through a Development Contributions Plan (DCP). The Amendment will apply a Development Contributions Plan Overlay (DCPO) to the site which will trigger the need for developers to enter into Section 173 agreements with Council regarding infrastructure contributions prior to the finalisation of a DCP for Spring Creek.

To facilitate development in accordance with the objectives set out in the points above

The Amendment will provide the Torquay-Jan Juc area with a cohesive plan to accommodate future growth in a sustainable and sensitive manner. The Amendment will provide appropriate protection of significant environmental, heritage and landscape features in the vicinity.

To balance the present and future interests of all Victorians

Providing for additional urban development in a fast-growing area will ensure that current landowners are able to develop land in a manner that will be functional with a high level of amenity, and in a manner that considers the competing interests of growth and environmental protection.

### How does the Amendment address any environmental, social and economic effects?

### Environmental impacts

Development of the land following approval of the Amendment will alter the existing farming landscape of the precinct by changing stormwater flows, increasing the urban population and bringing housing closer to bushfire threats. Development will also be occurring in an area where historical farming practices may have left localised incidents of pollution.

The Amendment seeks to mitigate these environmental impacts, in particular:

- A series of retardation basins has been incorporated into the future urban structure. This system
  has been sensitively designed to avoid erosion impacts on the sensitive waterways.
- A land capability assessment has been carried out for the land to determine any contamination
  potential. The assessment identified several areas of the site which would require a more
  detailed assessment should these areas be subject to development for sensitive uses. The
  UGZ1 requires further investigation and remediation for the identified land prior to such uses
  establishing.
- The UGZ1 details conditions to be included on all subdivision permits, requiring the preparation
  of a site management plan addressing bushfire risk, and detailing that roads must be
  constructed to specifications which provide access by emergency vehicles.

Social and economic effects

The Amendment will unlock land in proximity to the Torquay-Jan Juc townships for new residential development supported by community facilities and retailing within a new Neighbourhood Centre.

The Amendment seeks to provide for communities comprising a range of lot sizes, with smaller (500-600 square metres) lot sizes envisaged in proximity to the neighbourhood centre, school and local convenience centres, and larger lot sizes (1,500-2,000 square metres) along sensitive interfaces and to the north of Spring Creek, and lot sizes of 600-900 square metres elsewhere in the precinct. These densities will allow for the provision of approximately 2,120 new residential allotments within the precinct, assisting the broader Torquay-Jan Juc Township in accommodating its anticipated future population growth.

The precinct includes the provision for a Neighbourhood Centre, which will provide 5,000 square metres of retail floor space. A local community facility adjacent to the Neighbourhood Centre provides services to the local community. The Neighbourhood Centre will provide long term job opportunities and community meeting spaces.

### Does the Amendment address relevant bushfire risk?

The UGZ1 directs all subdivision permits granted to contain conditions aimed at mitigating bushfire risk. These will include the need for a site management plan addressing bushfire risk, and that roads must be accessible by emergency vehicles. These provisions accord with the views of the local CFA.

### Does the Amendment comply with the requirements of any Minister's Direction applicable to the amendment?

### Direction No.1 - Potentially Contaminated Land

A Land Capability Assessment has been carried out for the precinct (prepared by Coffey, July 2015). The assessment identified several potential sources of contamination within the precinct, derived from minor chemical storage, imported fill, potential localised chemical use, and potential asbestos.

The report identified one property with a high potential for contamination, and a further five properties presented a medium contamination risk. The UGZ1 triggers the need for an Environmental Site Assessment to be prepared for the medium and high risk properties as part of any planning permit application. A permit condition included in the UGZ1 requires any recommendations of the Environmental Site Assessments to be implemented.

All other properties were assessed as having low potential for contamination and therefore no further assessments are considered necessary.

### <u>Direction No. 11 – Strategic assessment of amendments</u>

This direction seeks to ensure a comprehensive strategic evaluation of a planning scheme amendment. This Explanatory Report addresses the requirements outlined in this direction.

### Direction No. 12 - Urban Growth Areas

Ministerial Direction 12 requires that when preparing an amendment to introduce or change provisions in a schedule to the UGZ, a planning authority must evaluate and include in the explanatory report a discussion about:

- How the amendment implements any Growth Areas Framework Plan applying to the land

The *Torquay-Jan Juc Framework Plan* applies to the land (See Map 1 to Clause 21.08 of the Surf Coast Planning Scheme). The use of the amendment area is identified as "future urban growth area" and "Future Residential". The settlement boundary of Torquay-Jan Juc forms the western boundary of the precinct.

The Amendment provides for a residentially-based urban extension of Torquay-Jan Juc including local retailing and services. The Amendment maintains Spring Creek as an accessible waterway with the addition of significant new open space alongside and includes other biodiversity assets within open space. The Amendment will maintain the functionality of the surrounding main roads.

The Torquay-Jan Juc Framework Plan stems from the *Torquay-Jan Juc 2040 Sustainable Futures Plan* (Surf Coast Shire Council, 2012), herein referred to as "The SFP".

The SFP identifies land required to meet forecast population growth through greenfield and infill development. The majority of growth will be focused in new growth areas in Spring Creek (one kilometre west of Duffields Road), Torquay North, Torquay West east of Duffields Road, and northwest of Messmate Road, as well as some infill growth within the township.

The SFP aims to achieve a minimum density of 15 lots per hectare in new growth areas, consistent with state government policy. The SFP assumes 290 lots will be required per year over 15 years (total 4,350 lots) within the Torquay-Jan Juc area, with 2.3 people per household.

The SFP states that the people of Torquay-Jan Juc expressed a strong desire for a less urban approach to development. This includes steering clear of suburban-type developments and avoiding housing blocks of uniform colours or styles. The preference is instead for contemporary homes designed to reflect the coastal village feel and built on sustainability principles.

The PSP will provide for a range of densities. Larger lots sizes (1,500-2,000 square metres) are provided along the sensitive north and west interfaces and on steep land to the north of Spring Creek, and these will produce an average density of 5 dwellings per hectare. Smaller lots (500-600 square metres) are envisaged in proximity to the Neighbourhood Centre, at a density of 15 dwellings per hectare. The remainder of the residential allotments will be 600-900 square metres, with a density of 11 dwellings per hectare.

The PSP embeds the following community values expressed in the SFP:

Fostering the unique coastal look and feel

 Diverse and affordable housing options for all life stages; sustainable development sensitive to local environmental conditions; protect the unique coastal feel; and, planned timing of development.

### Services with Development

Services and infrastructure provided with new development; distinct well-serviced communities;
 Jan Juc, Central Torquay, Torquay North; improved public transport and internal pathways;
 community hubs with multi-use facilities and shared spaces; and, facilities to service the population i.e. aged care and families.

### Providing Employment Opportunities Locally

Support and grow local surf industry; support new local industries in the business park; support
the tourism and retail industry; and, encourage local business to work together to create
complementary offers.

### Places for People - a close knit community

 Sustainable and well-serviced neighbourhoods; walking and cycling paths; shared spaces and integrated services; and, dedicated arts facility.

### Protecting and enhancing the natural environment

 Protection of the bush and the beach; a clear town boundary; non-urban breaks between towns; key buffers to protect vegetation and soften views to development; and, protect and maintain existing natural assets.

The SFP estimated approximately 1,900 lots for the Spring Creek Precinct. The PSP provides for approximately 2,100 lots at a lower density consistent with Clause 21.08 adopted as part of C66 in March 2014 which states "Encourage lower housing densities in the Spring Creek valley up to one kilometre west of Duffields Road".

- How does the amendment accord with the Precinct Structure Planning Guidelines

### Objective one: To establish a sense of place and community

The PSP essentially envisions two distinct yet connected residential precincts with their own sense of place that will integrate with existing development in Torquay-Jan Juc:

- North of Spring Creek an incremental extension of the Beach Road residential area across Duffield Road, extending waterway parks along Spring Creek and its northern tributaries; and
- South of Spring Creek interfacing with the Jan Juc township to the south and Great Ocean Views estate to the east. This precinct includes a new town centre that will complement the convenience centre on Stuart Avenue, Jan Juc.

The PSP seeks to preserve the important aspects of the Spring Creek urban growth area by:

- Conserving Spring Creek and its tributaries as reserves with high levels of public accessibility and visual prominence within the neighbourhood and as habitat corridors;
- Conserving existing stands of significant vegetation including Bellarine Yellow Gums in conservation reserves;

Maintaining existing significant roadside vegetation on the boundary roads of the precinct so as
to assist in softening views to new development from primary tourist routes.

The PSP extends the existing road networks into the new neighbourhoods including Strathmore Drive, Ocean View Crescent, Beach Road and Messmate Road. This assists in integrating the new development with the existing township and encourages new streetscapes to be continued and maintained in line with existing character.

The PSP vision suggests that housing densities will be the primary tool for providing a sense of place. Differing housing densities are envisaged to respond to the striking topography of the land and the important visual interfaces to the creek and rural land.

Objective two: To create greater housing choice, diversity and affordable places to live

The primary method for delivering a range of housing types is the provision for a range of lot sizes across the precinct. The PSP envisages larger lots of 1,500-2,000 square metres in size on sloping and visually sensitive land through to more compact style housing surrounding the neighbourhood centre, local convenience centres and school. The balance of the area will comprise of more conventional allotments interspersed with extensive parkland and conservation areas.

This variety in lot size and settings will aid in delivering housing choice and alternatives to the range of home styles and sizes currently available across Torquay and Jan Juc.

Objective three: To create highly accessible and vibrant activity centres

A new local town centre is planned in the southern precinct. Its location allows for the best possible access to residents of Jan Juc south of the Great Ocean Road with road access from Duffields Road and the Great Ocean Road.

Additionally, the plan provides for a path and trail network with direct routes to the new town centre from the north across Spring Creek in addition to the Duffields Road access.

Higher densities are planned around the town centre to provide for a busier, more vibrant town feel. The presence of people can provide passive surveillance and activity in the area after the shops close, providing for a safer area and increasing the chance that after hour's uses, like restaurants, will establish in the centre.

The amendment deliberately restricts the establishment of take-away and convenience restaurants to the town centre. Without the Urban Growth Zone making this restriction the General Residential Zone could see these land uses establish along the Great Ocean Road frontage of the precinct.

Objective four: To provide for local employment and business activity

The amendment retains the existing Special Use Zone Schedule 9 zoning for the private school currently under development on the Great Ocean Road near Strathmore Drive and rezones the land surplus to the school as Urban Growth Zone to form part of the PSP.

A neighbourhood centre and community facility will provide a retailing, business and services hub with local business opportunities. On a broader employment basis the area is not suitable for more intensive employment. This is provided for elsewhere within Torquay.

Objective five: To provide better transport choices

Easily navigable and direct roads with 25 metres cross sections are planned as extensions through the precinct from the existing Beach Road, Ocean View Crescent and Strathmore Drive. These roads will be the primary routes connecting residents to the broader town and regional road network. They are also wide enough to accommodate local bus routes and cycling for local trips.

In addition, recreational walking and cycle trails will be extended along the Spring Creek and its northern tributaries, including a bridge link across Spring Creek for pedestrians and cyclists. The urban structure plan has been planned to provide high connectivity between destinations, such as the neighbourhood centre and creek environs.

Objective six: To respond to climate change and increased environmental sustainability

Local and linear parks are seen as a critical attraction providing recreational opportunities. Being located next to waterways, these provide large connected open spaces based on the natural features of the Spring Creek, existing native vegetation stands in the south and around tributaries of Spring Creek in the north. A dedicated pedestrian/cycle way including a bridge across Spring Creek is planned to connect the open space network. The path will also provide a direct connection from the north to the neighbourhood centre in the south.

The provision for non-car transport as detailed above will also give people the choice of reducing their carbon footprint by using non-motorised transport for local trips.

The drainage of the precinct utilises the existing natural drainage lines of Spring Creek and its tributaries, therefore reducing the need for expensive and carbon intensive drainage works including concrete piping and pumping of stormwater and sewer.

The majority of the recorded native vegetation in the area will be retained and landscaping, particularly with canopy trees will provide additional cooling, wind breaks from coastal winds, shade and habitat.

Objective seven: To deliver accessible, integrated adaptable community infrastructure

Torquay and Jan Juc are well provided with recreation, sport and community facilities, including numerous football/cricket ovals, tennis courts, golf courses, soccer pitches, netball and multi-use courts and a bowls club. Torquay, Jan Juc and nearby Bells Beach comprise some of the highest quality surf beaches in Australia. The township is located adjacent the Great Ocean Road and within vicinity of the Great Otway National Park.

The Amendment maintains the provision for the recently approved private school on Great Ocean Road and sets aside land for a new community centre within the southern part of the precinct. The new population will not generate enough demand to require a new public primary or public secondary school, with the existing primary school on Grossmans Road, the existing secondary college on Surf Coast Highway and a proposed new primary school on Horseshoe Bend Road. In addition there is an existing and a proposed new Catholic primary school in Torquay.

Numerous existing community, health and worship services are available in the neighbourhood between Duffields Road and Surf Coast Highway and need not be reproduced in the Spring Creek precinct. In any event, such uses may establish within the local town centre or appropriate locations within the residential as demand arises.

- How the provisions give effect to the intended outcomes of the precinct structure plan

Most provisions in the incorporated documents and associated ordinance are designed to be implemented at the subdivision development stage. At this point, requirements and guidelines are either designed into subdivision plans (e.g. spatial outcomes), implemented through permit conditions (e.g. infrastructure contributions), implemented through referral authority agreements (e.g. essential services) or required to be applied as restrictions on title (residential design controls).

This provides for single permission after approval of the PSP and is central to providing certainty and clarity in the planning process.

Additionally, applied zones that follow the pattern of development rather than lead it (i.e. the Commercial 1 Zone for the Neighbourhood Centre) allow flexibility when the PSP is implemented through the detail of subdivision and land use layouts.

 How a translation of the provisions can be achieved once development anticipated by the precinct structure plan is substantially complete.

As discussed above, most outcomes will be delivered through subdivision permits prior to translation of the PSP to standard provision. Subdivision permits will implement most of the non-standard provisions.

An assessment of how development has proceeded and where public land uses have been established closer to the time of translation will provide a better guide to where zone boundaries should be settled.

Other than the UGZ Schedule, standard provisions are used to implement the plan including open space contributions through Clause 52.01 and native vegetation management and exemptions through Clause 52.16. These will stay in place until all relevant contributions are collected and native vegetation is securely managed or offset.

### How does the Amendment support or implement the State Planning Policy Framework and any adopted State policy?

Clauses 11.02 Urban growth, 11.03 Activity centres, 11.04 Open space, 11.07 Regional Victoria, 11.09 Geelong (G21) regional growth

The policy supports the growth of Torquay-Jan Juc as a district town by building on existing and planned infrastructure and focussing growth along key road networks. The PSP sets out an orderly structure for future development, taking into account the existing and planned network of centres in the region. The PSP will include a network of open space which primarily aligns with the existing watercourses, providing further protection to the waterways as the area develops.

The G21 Regional Growth Plan identifies Torquay as a designated growth town to accommodate a portion of the region's population growth.

### Clauses 12.01 Biodiversity, 12.02 Coastal areas

Conservation reserves have been included within the precinct to protect significant stands of vegetation. Other vegetation will be subject to the NVPP prepared in conjunction with the PSP, and removal of vegetation will need to comply with State and Commonwealth legislation.

Coastal policy directs growth in coastal townships along the Great Ocean Road into strategically identified areas, which includes the Spring Creek Precinct.

### Clauses 13.01 Coastal inundation and erosion, 13.05 Bushfire

The precinct is located approximately one kilometre from the coastline at its closest point, and ranges from approximately 45 to 75 metres above sea level along the southern boundary of the site. The risks associated with coastal inundation and erosion are therefore considered to be minimal. As addressed elsewhere in this Explanatory Report, the bushfire risk will be managed through the inclusion of conditions outlined within the UGZ1.

### Clauses 15.01 Urban environment, 15.02 Sustainable development, 15.03 Heritage

The PSP aims to ensure all new land use and development within the precinct appropriately responds to the landscape, built form and cultural context and seeks to protect places and sites with heritage significance. Residential Design Controls will assist in creating an urban environment that responds and contributes positively to the local urban character and sense of place, creating an attractive, sustainable and liveable new community.

### Clauses 16.01 Residential development, 16.02 Housing form, 16.01-4 Housing Diversity

Clause 16 'Housing' seeks to provide a diversity of well serviced housing to meet increasingly diverse needs. The PSP provides a range of lot sizes, with smaller (500-600 square metres) lot sizes envisaged in proximity to the neighbourhood centre, larger lot sizes (1500-2000 square metres) along sensitive interfaces, and more conventional sizes lots (600-900 square metres) elsewhere in the precinct.

### Clause 17.01 Commercial

The precinct nominates a Neighbourhood Centre, which is located central to a population catchment both within and adjacent to the precinct. The Neighbourhood Centre will provide local retail services to the nearby catchment.

### Clause 18.01 Integrated transport, 18.02 Movement networks

The proposed road network will provide for vehicle access to developments in accordance with forecast demand. The connector and local street network will be complemented by on-street and off-street bike and pedestrian paths. Spring Creek divides the precinct, however a new pedestrian and cycle bridge will allow for movement within the precinct. Duffields Road is considered to be an appropriate north-south connector road servicing the precinct.

### Clause 19 Infrastructure

The precinct will be fully serviced by reticulated water, sewer, electricity, gas and telecommunications and adopts the principles of best practice stormwater management and water sensitive urban design based on integrated water cycle management. The DCPO will be applied to the precinct to enable development contributions to be levied towards the funding and delivery of required development and community infrastructure.

### How does the Amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?

The amendment accords with the following elements of the MSS and LPPF:

### Clause 21.01-4 Municipal Framework Plan

This clause states that the natural environment is the single most important attribute and asset of the Shire and recognises Torquay-Jan Juc as one of two towns within the Shire that are capable of supporting substantial growth.

### Clause 21.02 Settlement, Built Environment, Heritage and Housing

This clause acknowledges that relatively strong population growth within the Shire's coastal towns is expected to continue for the foreseeable future due to sustained interest in the region's natural

environment. It also identifies Torquay as the only coastal town in the Shire with capacity to accommodate substantial growth.

Clause 21.02-3 Settlement Patterns aims to ensure that urban development minimises the impact on the environment, makes efficient use of land, infrastructure and resources, and is concentrated in accessible locations. It directs the majority of urban growth in the Shire to Torquay-Jan Juc and Winchelsea and seeks to maintain clear non-urban breaks between settlements.

Clause 21.02-4 Neighbourhood Character seeks to protect the individual coastal township character values of low urban density, recessive built form, vegetated coastal landscapes and ecological values of the natural environment from inappropriate urban development. It encourages residential development densities that are compatible to the protection of the indigenous vegetation and the historic neighbourhood character of the Surf Coast settlements and recognises the key role vegetation plays in defining township character and in softening urban development.

Clause 21.02-6 Open Space and Infrastructure seeks to ensure that open space is landscaped and developed in a manner that is consistent with the character of the local area. The use of indigenous planting in the landscaping of open space is encouraged.

### Clause 21.03 Environmental Management

This clause seeks to protect and enhance the Shire's diverse natural resources in an ecologically sustainable manner for present and future generations by:

- Retaining and enhancing adequate and appropriately vegetated riparian and wetland buffer zones to prevent nutrients and sediments entering waterways, lakes, wetlands and estuaries, and to slow the rate of runoff.
- Ensuring that development on and near the coast is compatible with and enhances the environmental values, visual character and amenity of the coastal environment.
- Encouraging the protection, maintenance and re-establishment of indigenous vegetation and the removal of environmental weeds.

### Clause 21.08 Torquay-Jan Juc Strategy

This Clause seeks to contain and consolidate urban development within the defined settlement boundary as indicated on Map 1 to Clause 21.08 – Torquay-Jan Juc Framework Map. It also seeks to promote a range of lot sizes and housing types, including medium density development in appropriate locations, in the new growth areas and ensure good access to surrounding areas, public transport, public open space and other facilities; and encourages lower housing densities in the Spring Creek valley up to one kilometre west of Duffields Road.

Map 3 to Clause 21.03 – Activity Centre Hierarchy identifies a future Neighbourhood Activity Centre in the general location as that which is identified in the Spring Creek PSP.

### Clause 22.09 Torquay-Jan Juc Residential Development and Neighbourhood Character Policy

This policy applies to residential development and subdivision in the residential zones in Torquay and Jan Juc. It identifies Spring Creek as "Residential Growth (Greenfield areas)". It specifies that Greenfield areas should support an overall general density of 15 lots/dwellings per hectare, unless a lower density is desirable in response to environmental or landscape values, and provide a variety of lot sizes ranging from conventional urban lots to medium and higher density lots to encourage a mix of housing types and sizes. Higher residential densities (20 dwellings per hectare) should be focussed around activity centres, schools, community hubs and active public open space.

The policy promotes housing forms up to 2 storeys (7.5 metres) with possible 3 storey development within or close to activity centres and active public open space; the planting of indigenous and other typical coastal vegetation around dwellings to create a linkage to the coastal setting; and consistent street tree planting to assist in unifying the appearance of the areas.

To achieve the above outcomes, the policy gives support to:

- The master planning of new growth areas to facilitate the development of diverse, high amenity neighbourhoods which have an identifiable sense of place.
- The preparation of siting and design guidelines to guide the development of high quality and high amenity buildings which evoke a coastal character and create a sense of place.
- The preparation of landscape concept plans which include plans for proposed public open space and street planting to contribute to the amenity and liveability of the new neighbourhoods.

Does the Amendment make proper use of the Victoria Planning Provisions?

The amendment meets the form and content requirements of the Victoria Planning *Provisions*. The use of the UGZ schedule is considered an appropriate tool to apply a suite of Victoria Planning Provision zones to guide future use and development of the site through the specification of conditions and requirements for permits.

### How does the Amendment address the views of any relevant agency?

The Amendment and the Spring Creek Precinct Structure Plan have been prepared in consultation with affected agencies, who formed part of a Technical Reference Group in the development of the PSP and had input into an exhibited draft framework plan. Amongst others, key relevant agencies included: Department of Environment, Land, Water and Planning, VicRoads, Department of Education and Training, Department of Economic Development, Jobs, Transport and Resources, Country Fire Authority, Corangamite Catchment Management Authority, Barwon Water and Public Transport Victoria.

Submissions have been received from a number of agencies during the exhibition of the Amendment.

### Does the Amendment address relevant requirements of the Transport Integration Act 2010?

The Amendment will impact upon the transport system at a local level. It will require upgrades to nearby parts of the regional road network and will allow the creation of a new local road network that will set the future pattern of development in the precinct.

The proposed additions and changes to the existing transport system within the precinct will

- Provide for an interconnected road system that responds to the likely level of use generated by the precinct and hence facilitating investment in housing and local retail services in the area.
- Ensure the road network minimises impacts on the site's topography, native vegetation and water flow regimes.
- Provide local retailing within the Neighbourhood Centre to reduce the need for extended travel.
- Design roads that are of a suitable scale and compatible with the expected travel demand and that provide a suitable scale and impact in relation to likely adjoining development.
- Provide infrastructure through a future Development Contributions Plan, and interim Section 173
  Agreements under the Planning and Environment Act 1987, as the demand for relevant
  infrastructure arises, and provides the opportunity for the efficient construction of items
  concurrent with subdivisional development.
- Integrate relevant government bodies involved in the provision of transport infrastructure and services in the decision making process of the amendment.

### Resource and administrative costs

### What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?

The Amendment has sought to have minimal impact on the resources and administrative costs of the responsible authority. The incorporation of the PSP into the Surf Coast Planning Scheme will facilitate the future orderly and proper planning of the area. In most cases a single subdivision permit will capture all of the development requirements for a particular site. The 7.5 metre discretionary height control will produce additional resource and administrative costs to ensure built form responds to opportunities and constraints presented by individual sites.

Further, the UGZ Schedule 1 has been structured in such a way that the ultimate translation to conventional Victoria Planning Provision zones can occur in a timely and efficient manner once the land has been substantially developed.

### Where you may inspect this Amendment

The Amendment is available for public inspection, free of charge, during office hours at the following places:

Surf Coast Shire Council 1 Merrijig Drive Torquay VIC 3228 The Amendment can also be inspected free of charge at the Department of Environment, Land, Water and Planning website at <a href="www.delwp.vic.gov.au/public-inspection.">www.delwp.vic.gov.au/public-inspection.</a>

Author's Title:Coordinator Statutory PlanningGeneral Manager:Ransce SalanDepartment:Planning & DevelopmentFile No:17/0071Division:Environment & DevelopmentTrim No:IC17/1108

Appendix:

- 1. 17/0071 Lodgement Application Form 100 Great Ocean Road, Anglesea Redacted (D17/120301)
- 2. 17/0071 Lodgement Consent for Use and Development of Coastal Crown Land 100 Great Ocean Road, Anglesea (D17/37269)
- 3. 17/0071 Lodgement Existing Conditions Site Plan 100 Great Ocean Road, Anglesea (D17/37588)
- 4. 17/0071 Lodgement Presentation Final 100 and 120 Great Ocean Road, Anglesea (D17/68356)
- 5. 17/0071 Lodgement Town Planning Report 100 and 120 Great Ocean Road, Anglesea (D17/68359)
- 6. 17/0071 Lodgement Updated Plans 100 and 120 Great Ocean Road, Anglesea (D17/68574)
- 7. 17/0071 Lodgement Elevations 100 and 120 Great Ocean Road, Anglesea (D17/68575)
- 8. 17/0071 Assessment Officers Report Anglesea Residential Lifesaving Club, 100 And 120 Great Ocean Road, Anglesea (D17/100830)

| Officer Direct or Indir  | ect Conflict of Interest: | Status:  |      |  |
|--|---------------------------|--|------|--|
| In accordance with Local Government Act 1989 –<br>Section 80C: |                           | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |      |  |
| Yes<br>Reason: Nil   | ⊠ No                      | Yes Reason: Nil  | ⊠ No |  |
|  |                           |  |      |  |

### **Purpose**

The purpose of this report is to determine Planning Permit Application 17/0071 for the redevelopment of the Anglesea Surf Lifesaving Club at 100 Great Ocean Road, Anglesea.

### **Summary**

An application has been received to redevelop the Surf Lifesaving Club, with the redevelopment involving the demolition of the northern-most building located on the site and its replacement with a triple storey building which is similar in height to the building being retained. Some minor vegetation removal is required to accommodate the development, with the vegetation removal being exempt under the planning scheme. No additional car parking is proposed as a result of the redevelopment.

New publically accessible toilets will be provided as part of the redevelopment. The toilet facilities will be managed by the Great Ocean Road Coastal Committee (GORCC).

The land is zoned Public Park and Recreation Zone and is surrounded by similarly zoned land. The site is located to the south of the Great Ocean Road. A Planning Permit is required for the development of the land.

Coastal Management Act Consent has been issued by the Department of Land, Environment, Water and Planning. The Public Land Manager, GORCC, supports the application.

The application has been referred to Council's Infrastructure, Health and Recreation Departments and none of the departments have objected to the issue of a Planning Permit.

The application has also been referred to VicRoads. VicRoads has not objected to the application.

Public notification of the application has been undertaken and eleven submissions (as at 27 September 2017) have been lodged with Council. Ten of the submissions are objections to the application, while one submission has been lodged in support. Most of the submitters are concerned about the height and bulk of the building and the need for such a large facility. Concerns have been raised about visual impact from the beach and other nearby areas. Other matters raised are car parking, vegetation removal and compliance with the planning policy framework.

The application has been assessed and is considered to meet the relevant provisions of the Surf Coast Planning Scheme as set out in the appended Officer's Report. It is considered that the redevelopment is an acceptable outcome for the land and results in net community benefit. The redevelopment of clubrooms which meet the requirements of the Anglesea Surf Lifesaving Club will assist the Club in providing efficient and effective lifesaving services from the land, enhancing the safe use of the beach, and nearby beaches for the community.

The matter has been referred to Council to determine the application.

### Recommendation

That Council having caused notice of planning permit application No. 17/0071 to be given under Section 52 of the Planning and Environment Act 1987 and/or the Surf Coast Planning Scheme; and having considered all the matters required under Section 60 of the Planning and Environment Act 1987 determines to issue a Notice of Decision to Grant a Planning Permit for Buildings and Works Associated with the redevelopment of the Surf Lifesaving Club, at 100 Great Ocean Road, Anglesea, subject to the following conditions:

### Before commencement of development

- 1. Before the development starts:
  - a) amended plans to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted with the application but modified to show:
    - i) an alternate material to Titanium Zinc. The alternate material must be chosen to respond to surrounding landscape;
    - ii) the location of all external plant, services and equipment which shall be sited to minimise its visibility from public areas. Note: plant and equipment will not be approved on the roof of the building;
    - details of external lighting which is to be designed, baffled and located so as to prevent any adverse effect on adjoining land and road users;
    - iv) all glass in windows on the northern elevation to be identified as being 'non-reflective':
    - v) the location of rubbish bins around the kiosk area;
    - vi) the location of waste storage areas.
  - b) a stormwater management plan (three copies) to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must ensure that stormwater and drainage discharge from the development site meets current best practice performance objectives for stormwater (Urban Stormwater Best Practice Environmental Management Guidelines (CSIRO 1999)) and must include:
    - i) a construction site plan that incorporates the stormwater management measures to be implemented during the construction phase of the development and outlines in detail how stormwater is to be managed, including sediment controls, during both the land development phase and the building phase. The plan should have regard to the Construction Techniques for Sediment Pollution Control (EPA 1991) and Environmental Guidelines for Major Construction Sites (EPA 1995). The management controls must be regularly monitored and maintained;
    - the collection, storage, treatment and disposal of stormwater from the approved building and surrounds to the satisfaction of the responsible authority, with all stormwater directed away from the cliff and down the sealed road to the beach;
    - iii) maintenance responsibilities.
  - c) a construction management plan (three copies) to the satisfaction of the responsible authority must be submitted to and approved by the responsible authority. When approved, the plan will be endorsed and will then form part of the permit. The plan must address the following matters:

- i) identification of a construction zone;
- ii) methods of physically defining the construction zone, such as temporary or permanent fencing;
- iii) measures to minimise the impact of construction vehicles arriving at, queuing, and departing from the land;
- iv) measures to accommodate the private vehicles of workers/ tradespersons;
- v) details of the location of all construction equipment and facilities, including delivery points, storerooms, toilets, temporary offices and workers' facilities;
- vi) details of a 24 hour hotline for access to a contact person or project manager accountable for the project and compliance with the CMP;
- vii) arrangements for waste collection and other services to be provided during construction;
- viii) methods of excavation to minimise impacts beyond the construction zone, in particular the protection of vegetation and avoidance of erosion, slumping or collapse of surrounding dunes;
- ix) emergency responses to slumping or collapse of dunes as a result of the construction works;
- x) the method of disposal of excavated material, including the location of any temporary stockpiles;
- xi) education strategies for workers to ensure they are aware of the conditions of the permit, including the endorsed plans;
- xii) methods to be taken to ensure that safe access to the beach along the access way continues to be available to the public;
- xiii) methods to ensure the restriction of materials storage, temporary buildings and nonessential vehicle traffic on the eastern side of the building.

### **Endorsed plans**

2. The development as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

### **During construction**

- 3. All development and works must be carried out in accordance with the Stormwater Management Plan required by Condition 1b and Construction Management Plan required by 1c and endorsed under this permit, to the satisfaction of the responsible authority.
- 4. Written statements from a licensed surveyor shall be submitted for approval to the responsible authority confirming:
  - a) that the buildings have been set out in accordance with the endorsed plan; and
  - b) that the roof levels will not exceed the roof levels specified on the endorsed plan.

The statements shall be submitted to the responsible authority at completion of the set out of the building and at completion of the frame of the building.

### Post construction

- 5. No plant, equipment, services or architectural features other than those shown on the endorsed plans are permitted external to the building without the prior written consent of the responsible authority.
- 6. The occupier of the approved building shall be solely responsible for damage caused to the building by coastal hazards, including but not limited to sea level rise, storm surges and associated erosion of the coast. This permit does not authorise buildings or works associated with the protection of the building from coastal hazards. Note: Regular monitoring of the condition of the seawalls and the transition to the cliffs is recommended to identify any necessary remedial works at an early stage. The Club is aware through the Coastal Hazard Vulnerability Assessment Report, Coastal Engineering Solutions (September 2013) it commissioned that remedial works will be required to protect the Anglesea Surf Lifesaving Club infrastructure to the year 2100.
- 7. External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.
- 8. All waste material not required for further on-site processing must be regularly removed from the site. All vehicles removing waste must have fully secured and contained loads so that no wastes are

spilled or dust or odour is created to the satisfaction of the responsible authority.

### Restrictions during peak surf lifesaving period

9. Unless otherwise approved in writing by the Responsible Authority, during December and January spaces within the building must not be leased to other groups.

### Café/Restaurant

- The internal areas of the café/restaurant may operate at the following capacity:
  - a) 80 seats for dining;
  - b) 30 seats for bar area;
  - c) A maximum of 150 patrons as per the current liquor licence;

to the satisfaction of the Responsible Authority.

### **Expiry**

- 11. This permit will expire if one of the following circumstances applies:
  - a) The development is not started within two years of the date of this permit
  - b) The development is not completed within four years of the date of this permit.

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

### Notes:

### Coastal Management Act Consent

Coastal Management Act Consent DELWP Ref: 2020560/SP4592222 applies to the land

### Health

- The premises must be registered as prescribed accommodation.
- Approvals are required under the Food Act 1984.

### Report

### Background

An application has been made by Sincock Planning to redevelop the Anglesea Surf Lifesaving Club at 100 Great Ocean Road, Anglesea.

### Discussion

100 Great Ocean Road, Anglesea is land zoned Public Park and Recreation Zone and is located to the south of the Great Ocean Road. A Planning Permit is required for the development of the land.

Coastal Management Act Consent for the development of the land has been obtained from the Department of Land, Environment, Water and Planning. The Public Land Manager, Great Ocean Road Coastal Committee, also supports the application.

The redevelopment results in the demolition of the northern-most building and its replacement with a triple storey building which is similar in height to the building being retained. Some minor vegetation removal is required to accommodate the development and the vegetation removal is exempt under the planning scheme. No additional car parking is proposed as a result of the redevelopment.

New publically accessible toilets will be provided as part of the redevelopment.

Rooms within the Club are leased to a range of community groups at a nominal cost to cover cleaning and power. In the past, the users have primarily been government, community groups and schools. Over the peak surf lifesaving period, the facility is wholly used by the club and no spaces are used by other groups.

The Club have confirmed that there is no intention to lease out meeting rooms for commercial gain, nor is there any intention to hold conferences or similar events, as the club is not set up with the personnel or facilities to cater for these activities.

A detailed assessment of the application against the relevant provisions of the Surf Coast Planning Scheme is found in the attached Officer's Report.

### Financial Implications

There are no direct financial impacts to Council for the processing of the application which occurs via operational budgets.

### Council Plan

Theme 1 Community Wellbeing

Objective 1.1 Support people to participate in and contribute to community life Strategy 1.1.2 Facilitate and support high levels of volunteering in the community

### Policy/Legal Implications

The application has been assessed against relevant provisions of the Surf Coast Planning Scheme in accordance with the requirements of the *Planning & Environment Act 1987*.

### Officer Direct or Indirect Interest

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

### Risk Assessment

The merits of the proposal will be considered against the relevant provisions of the Surf Coast Planning Scheme and *Planning & Environment Act 1987*.

### Social Considerations

The submissions received raise a number of matters which may be classed as social impacts including the visual impact of the development when viewed from the beach areas, surrounding public land and from private properties. These social impacts will be assessed in the context of relevant planning policies and decision guidelines.

### Community Engagement

Public notice of the application has been carried out in accordance with the requirements of the *Planning & Environment Act 1987*. Eleven submissions (as at 27 September 2017) have been lodged with Council. Ten of the submissions are objections to the application, while one submission has been lodged in support. Most of the submitters are concerned about the height and bulk of the building and the need for such a large facility. Concerns have been raised about visual impact from the beach and other nearby areas. Other matters raised are car parking, vegetation removal and compliance with the planning policy framework.

### **Environmental Implications**

Environmental implications will be assessed in the context of relevant planning policies and decision quidelines.

### Communication

All submitters will be advised of Council's decision.

### **Options**

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

This option is recommended by officers as the redevelopment provides for an acceptable outcome when assessed against the relevant provisions of the Surf Coast Planning Scheme.

### Option 2 – Issue a Notice of Decision to Refuse to Grant a Planning Permit

This option is not recommended by officers as the redevelopment provides for an acceptable outcome when assessed against the relevant provisions of the Surf Coast Planning Scheme.

### Option 3 – Defer Consideration of the Application to a Later Meeting

This option is not recommended by officers as:

- The application has been with Council for more than 60 statutory days, and therefore an appeal could be lodged with the Victorian Civil and Administrative Tribunal.
- Delays could impact on funding arrangements and timing for the construction phase.
- Given the need for and attainment of a Coastal Management Act Consent, the proposal has been through a lengthy approval process and the Club should have certainty about Council's decision.
- All of the necessary information is available to make a decision on the application.

### Conclusion

As with all Planning Permit applications, a decision on this application requires the balancing of policy objectives. Council's assessment of this application also requires consideration of net community benefit. It is considered that net community benefit is realised as:

- The development of clubrooms which meet the requirements of the Club will assist the Club in providing efficient and effective lifesaving services from the land, enhancing the safe use of the beach, and nearby beaches for the community.
- The popularity of the beach could in part be attributed to the knowledge that the beach is patrolled and life guards are available to provide assistance.
- The redevelopment includes public toilet facilities which improve the standard of these facilities available for use by the community and beach goers.
- The core function of the Club is to provide surf lifesaving services. These services cover a broad range
  of operations, including patrol, rescue, education and training. The services are not provided to any
  select group, but rather to the boarder community, delivering enormous community benefit.
- The perceived detrimental impacts of the redevelopment, which generally relate to the form and scale
  of the building, loss of non-significant vegetation, changes in outlook and lack of additional car
  parking, are outweighed by the net community benefit derived from an efficient and effective surf
  lifesaving club.

It is therefore recommended that the application is supported.

APPENDIX 1 17/0071 - LODGEMENT - APPLICATION FORM - 100 GREAT OCEAN ROAD, ANGLESEA - REDACTED

|  | Office Use Only  |   |
|--|--|---|
| Surf COAST   | Application No.:   | Date Lodged: / /                                  |
| SHIRE  | Application for a <b>Pla</b>   | nning Permit                                      |
| Planning Enquiries   | If you need help to complete this form, read MORE INF  | ORMATION at the end of this form.                 |
| Web: www.surfcoast.vic.gov.au  | the purpose of enabling consideration and review a   | and copies may be made for interested parties for |
|  | A Questions marked with an asterisk (*) must be o  |   |
| connect formation to the off   | A If the space provided on the form is insufficient,   |   |
| Clear Form   | Click for further information.   | OFFIGER   |
| The Land 🔳   |  |   |
| Address of the land. Complete the<br>Street Address *  | Street Address and one of the Formal Land Description  Unit No.: St. No.: 100 St. N.   | ns.<br>ame:GREAT OCEAN ROAD                       |
|  |  |   |
|  | Suburb/Locality: ANGLESEA  | Postcode: 3230                                    |
| Formal Land Description * Complete either A or B.  | A Lot No.: OLodged Plan Title Pla  | an Plan of Subdivision No.:                       |
| This information can be  | OR   |   |
| found on the certificate of title.   | B Crown Allotment No.:   | Section No.:                                      |
| f this application relates to more than one address, attach a separate sheet   |  |   |
| setting out any additional property  | Parish/Township Name:  |   |
| rhe Proposal   | and attach the information required to   |   |
| rhe Proposal  You must give full details of y  | bur proposal and attach the information required to assition will delay your application.  BUILDINGS AND WORKS ASSOCIATE OF THE ANGLESEA SLSC AND REVEGETATION | ATED WITH REDEVELOPMENT                           |
| The Proposal  You must give full details of y Insufficient or unclear information or other matter do you require a permit?                   | BUILDINGS AND WORKS ASSOCIATION OF THE ANGLESEA SLSC AND RE  | ATED WITH REDEVELOPMENT                           |
| The Proposal  You must give full details of y Insufficient or unclear information or other matter do you require a permit?  SURF COAST SHIPE | BUILDINGS AND WORKS ASSOCIATION THE ANGLESEA SLSC AND REVEGETATION   | ATED WITH REDEVELOPMENT                           |

| Existing Conditions  |   |   |                |                     |                   |  |
|--|---|---|----------------|---------------------|-------------------|--|
| Describe how the land is used and developed now * For example, vacant, three dwellings, medical centre with two practitioners, licensed restaurant with 80 seats, grazing. | ANGLESE/  | ANGLESEA SLSC  Provide a plan of the existing conditions. Photos are also helpful.  |                |                     |                   |  |
|  | Provide a plan  |   |                |                     |                   |  |
|  |   |   |                |                     |                   |  |
| Title Information 🔢  |   | Does the proposal breach, in any way, an encumbrance on title such as a restrictrive covenant, section 173 agreement or other obligation such as an easement or building envelope?  |                |                     |                   |  |
| Encumbrances on title *  | Yes (If 'yes' contact Council for advice on how to proceed before continuing with this application.)                        |   |                |                     |                   |  |
|  | ○ No  |   |                |                     |                   |  |
|  | Not applica   | ble (no such encumbr  | ance applies). |                     |                   |  |
|  | The title includ  | Provide a full, current copy of the title for each individual parcel of land forming the subject site.  The title includes; the covering 'register search statement', the title diagram and the associated title documents, known as 'instruments', for example, restrictive covenants. |                |                     |                   |  |
| Applicant and Own  | Detelle .   |   |                |                     |                   |  |
| Applicant and Owne   |   |   |                |                     |                   |  |
| Provide details of the applicant and<br>Applicant *  | the owner of the la   | nd.   |                |                     |                   |  |
| The person who wants the   | Name:   | First Name:   |                | Surname:            |                   |  |
| permit.  |   |   |                |                     |                   |  |
|  | Organisation (if applicable): ANGLESEA SURF LIFE SAVING CLUB  Postal Address:  If it is a P.O. Box, enter the details here: |   |                |                     |                   |  |
|  | Unit No.: St. No.:100 St. Name: GREAT OCEAN ROAD  |   |                |                     |                   |  |
|  | Suburb/Localit  | y:ANGLESEA  |                | State: VIC          | Postcode: 3230    |  |
| Please provide at least one  | Contact information for applicant OR contact person below   |   |                |                     |                   |  |
| contact phone number *   | Business phor   | ne  |                |                     |                   |  |
|  | Mobile phone Fax:   |   |                |                     |                   |  |
| Where the preferred contact person for the application is  | Contact person'   | s details*  |                |                     | Same as applicant |  |
| different from the applicant,<br>provide the details of that   | Title:  | First Name:   |                | Surname:            |                   |  |
| person.  | Organisation (if applicable):SINCOCK PLANNING   |   |                |                     |                   |  |
|  | Postal Address: If it is a P.O. Box, enter the details here:  |   |                |                     |                   |  |
|  | Unit No.:   | Unit No.: St. No.: St. Name   |                | e:PO BOX 284        |                   |  |
|  | Suburb/Localit  | y:GEELONG   |                | State: VIC          | Postcode: 3220    |  |
| Owner*   |   |   |                |                     | Same as applicant |  |
| The person or organisation who owns the land   | Name: Same as applicant Title: First Name: Surname:   |   |                | Salite as applicant |                   |  |
| Where the owner is different   | Organisation (if applicable): DELWP   |   |                |                     |                   |  |
| from the applicant, provide TSH  | Postal Address: If it is a P.O. Box, enter the details here:  |   |                |                     |                   |  |
| organisation.  | Unit No.:   | St. No.:  | St. Name       | PO BOX 500          | 0                 |  |
| 2 0 MAR 2017   | Suburb/Localit  | Suburb/Locality:MELBOURNE State:VIC Postcode:800  |                |                     | Postcode:8002     |  |
| PLANNING   | Owner's Signature (Optional):  Date:  |   |                |                     |                   |  |

c . .

| This form must be signed by the  | applicant *   |  |  |  |
|--|---|--|--|--|
| Remember it is against the law to provide false or   | I declare that I am the applicant; and that all the information in this application is true and correct; and the owner (if not myself) has been notified of the permit application. |  |  |  |
| misleading information,<br>which could result in a   | Signature:  | 7 7  | Date:20/03/2017  |  |
| heavy fine and cancellation of the permit.   |   | $\mathcal{M}^{\prime}$                             | day / month / year   |  |
| Need help with the A<br>General information about the plannin<br>Contact Council's planning departmen<br>nsufficient or unclear information may  | g process is available a<br>at to discuss the specific  | t planning.vic.gov.au<br>requirements for this app | plication and obtain a planning permit checklist.  |  |
| Has there been a pre-application<br>meeting with a council planning<br>officer?  | O No O Yes If 'Yes', with whom?:B SCHM  |  | B SCHMIED & B CATHCART   |  |
| onicer:  |   | Date:  | day / month / year   |  |
|  |   |  |  |  |
| Checklist 🔳  | Filled in the fo  | rm completely?                                     |  |  |
| Have you:  | Paid or include   | ed the application fee?                            | Most applications require a fee to be paid. Contact Council to determine the appropriate fee |  |
|  |   |  | to determine the depropriate rec.  |  |
|  | Provided all ne   | ecessary supporting info                           | ormation and documents?  |  |
|  | A full, current   | copy of title information for each in-             | dividual percel of land forming the subject site.  |  |
|  | A plan of exist   | ing conditions.                                    |  |  |
|  | Plans showing   | the layout and details of the propo                | neal   |  |
|  |   |  |  |  |
|  | Any information   | on required by the planning scheme                 | s, requested by council or outlined in a council planning permit checklist.                  |  |
|  | If required, a c  | description of the likely effect of the            | proposal (for example, traffic, noise, environmental impacts).                               |  |
|  | Completed the relevant council planning permit checklist?  Signed the declaration above?  |  |  |  |
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| Lodgement 🔳  |   |  |  |  |
| Lougement L  | Surf Coast Shire C  | ouncil   |  |  |
| Lodge the completed and  | PO Box 350<br>Torquay VIC 3228  |  |  |  |
| signed form, the fee and all documents with:   | 1 Merrijig Drive  |  |  |  |
| and an documents with.   | Torquay VIC 3228  |  |  |  |
|  |   |  |  |  |
|  | Contact information:  |  |  |  |
|  | Email: info@surfcoast.vic.gov.au Translation: 13 1202   |  |  |  |
|  | Deliver application in person, by post or by electronic lodgement.  |  |  |  |
|  | Deliver application in  | person, by post or by                              | electronic lodgement.  |  |
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| 2 0 MAR 2017   |   |  |  |  |
| PLANNING_  |   |  |  |  |
| Section 2.5 Contract to Contra |   |  |  |  |

APPENDIX 2 17/0071 - LODGEMENT - CONSENT FOR USE AND DEVELOPMENT OF COASTAL CROWN LAND - 100 GREAT OCEAN ROAD, ANGLESEA

Department of Environment Land Water and Planning

SURF COAST SHIRE

20 MAR 2017

FILE COPY | CUPLICATE COPY |

FILE:

DELWP Ref: 2020560/SP459222

### CONSENT FOR USE AND DEVELOPMENT OF COASTAL CROWN LAND

### SECTION 40 COASTAL MANAGEMENT ACT 1995

**Crown Description:** 

Crown Allotment 13, Section B, Parish of Angahook

**Local Name:** 

Anglesea Surf Life Saving Club

**Street Address:** 

100 Great Ocean Road, Anglesea VIC 3230

CONSENT FOR:

ANGLESEA SURF LIFE SAVING CLUB REDEVELOPMENT

Pursuant to Section 40(1) of the Coastal Management Act 1995, and as delegated by the Minister, I consent to the proposed use and development subject to the following conditions:

- Works are to be completed to the satisfaction of the Program Manager Public Land Administration, Department of Environment, Land, Water and Planning (the Manager).
- All works are to be consistent with the application dated 18 November 2016 and further information received 12 December 2016, 19 December 2016 and 10 January 2017.
- Any proposed amendments to the works including changes to the design or siting must be provided in writing to the Manager and written approval obtained from the Manager prior to any changes being implemented.
- 4. This consent is subject to the applicant obtaining all other relevant approvals.
- Prior to works commencing the Anglesea Surf Life Saving Club is to enter into an interim s17B licence under the Crown Land (Reserves) Act 1978 with the Great Ocean Road Coast Committee. The term of the licence must accounted for the duration and activities of the construction period.
- 6. Prior to any works occurring a Construction and Environment Management Plan is to be prepared and submitted to the Manager for approval. This plan will need to include:
  - a. Procedures to ensure that all works are undertaken in a manner that minimises soil erosion in accordance with the Construction Techniques for Sediment Pollution Control, EPA 1991.
  - A site map showing where material and machinery are stored and restrictions on public access during works.
  - c. A register identifying risks and mitigation strategies for construction activity impacts in the coastal cliff environment incorporating recommendations from the AS Miner Geotechnical Assessment (August 2014) and Coastal Environmental Solutions Coastal Hazard Vulnerability Assessment (September 2013).
  - How surrounding native vegetation not subject to removal under a planning permit will be protected during works.
- Prior to any works commencing a Traffic Management Plan is to be prepared and submitted to the Manager for approval. This must detail site vehicular and pedestrian movement throughout both the construction phase and upon completion of works.
- 8. All works are to be constructed to Australian Standards and must be compliant with the *Disability* (Access to Premises Buildings) Standards 2010 prior to public use.
- All contractors shall be properly briefed on the requirements and conditions of this consent prior to the commencement of works.





- 10. The site is to be left in a clean and tidy condition at the completion of works.
- 11. Within two months of completion of works the Anglesea Surf Life Saving Club is to notify the Manager to progress the survey of the completed development to update the tenure over the building footprint and ancillary areas.
- 12. All future maintenance including offsite impacts is the responsibility of the Anglesea Surf Life Saving Club.
- 13. The consent will expire if the works have not commenced within 2 years of the date of issue unless an extension of time is applied for and granted by the Manager.
- 14. The consent will expire if the works are not completed within 3 years of the date of issue unless an extension of time is applied for and granted by the Manager.

Nder Of

Helen Vaughan Regional Director Barwon South West Region 17/02/2017





Barwon South West

State Government Offices 30-38 Little Malop Strees PO Box 103 Geelong Victoria 3220 Telephone: +61 3 5226 4667 www.delwp.vic.gov.au DX 216048

Ref: 2020560/SP459222

17 February 2017

Ms Toni Sincock Sincock Planning PO Box 284 GEELONG VIC 3220

Dear Ms Sincock

### CONSENT FOR USE AND DEVELOPMENT OF COASTAL CROWN LAND ANGLESEA SURF LIFE SAVING CLUB REDEVELOPMENT

Thank you for your correspondence on 18 November 2016 for consent to use or develop coastal Crown land pursuant to Section 38 of the Coastal Management Act 1995.

Further information in respect to this application was received on 12 December 2016, 19 December 2016 and 10 January 2017.

The application is for the redevelopment of the Anglesea Surf Life Saving Club.

Pursuant to Section 40 of the Coastal Management Act 1995 and as delegated by the Minister, I hereby provide consent to the proposed use and development subject to the conditions in the attached notice.

The department will be in contact with the Anglesea Surf Life Saving Club shortly to schedule a meeting to discuss the conditions of this consent and communications throughout the remaining approvals process, including the Surf Coast Shire planning permit.

Note that the Aboriginal Heritage Act 2006 requires that the discovery of Aboriginal cultural heritage places or objects on any public land in Victoria be reported to the Office of Aboriginal Affairs Victoria.

If you would like to discuss any further queries relating to this matter, please contact Frances Northeast, Senior Environmental Planner on (03) 5220 2020.

Yours sincerely

SURF COAST SHIRE

2 0 MAR 2017

DEPARTMENT

Helen Vaughan

Regional Director, Barwon South West Region

СС

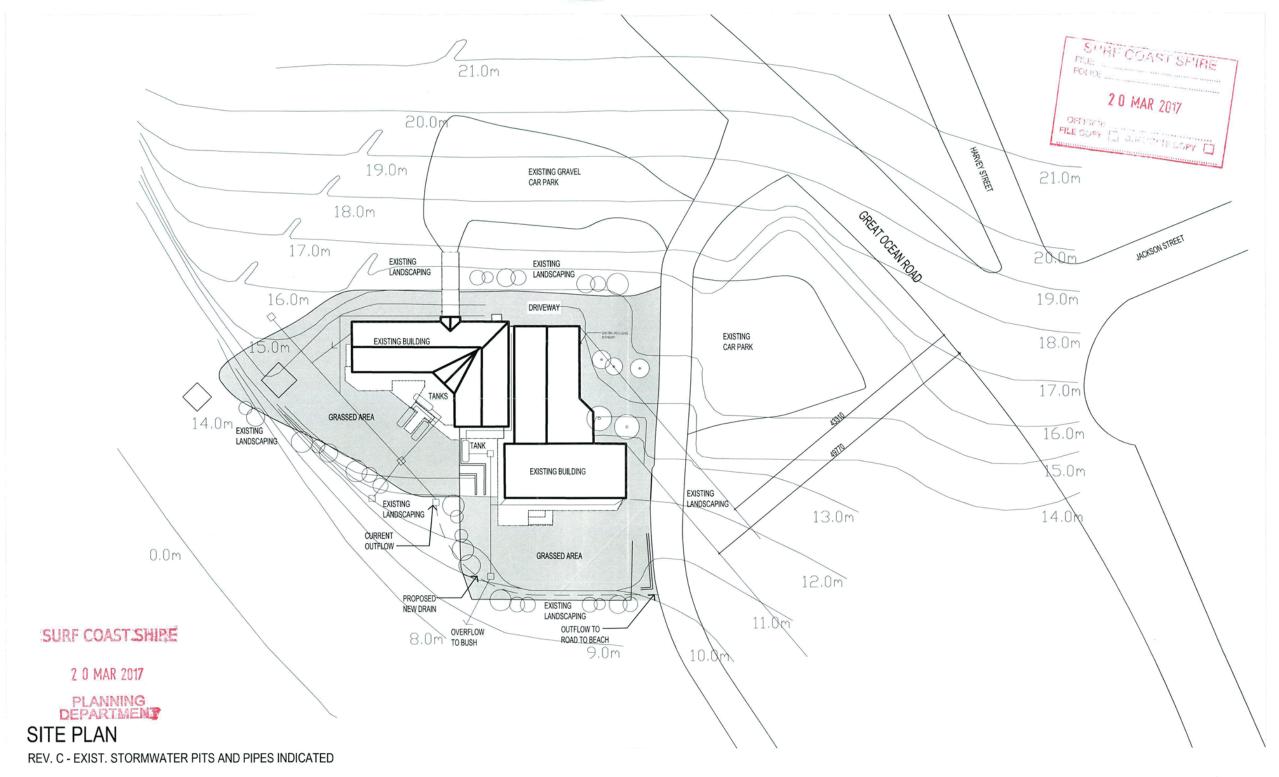
Mr Ben Schmied, Surf Coast Shire Mr Richard Davies, CEO, Great Ocean Road Coast Committee

Any personal information about you or a third party in your correspondence will be protected under the provisions of the Privacy and Data Protection Act 2014. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Privacy Coordinator, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victoria 8002



2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 3 17/0071 - LODGEMENT - EXISTING CONDITIONS SITE PLAN - 100 GREAT OCEAN ROAD, ANGLESEA



Lower Clubhouse Redevelopment Anglesea SLSC SCALE: 1:500 @A3 DATE: May, 2010

DATE: May, 2010 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-EX-00



EXISTING CONDITIONS SITE PLAN ANGLESEA SURF LIFE SAVING CLUB



Michael Carr Architect Pty. Ltd.

88 Tope Street, South Melbourne 3205 Ph 03 9645 5635 Fax 03 9686 4084 Email admin@mcarchitect.com.au

UNLESS OTHERWISE AGREED THIS DRAWING REMAINS TH PROPERTY OF MICHAEL CARR ARCHITECT PTY LTD 2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 4 17/0071 - LODGEMENT - PRESENTATION FINAL - 100 AND 120 GREAT OCEAN ROAD, ANGLESEA





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 1 - Existing Anglesea Surf Life Saving Club Photo Montage 1st June 2017





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 1 - Proposed Anglesea Surf Life Saving Club Photo Montage 1st June 2017





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 1 - Camera Match Data Anglesea Surf Life Saving Club Photo Montage 1st June 2017





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 2 - Existing Anglesea Surf Life Saving Club Photo Montage 1st June 2017





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 2 - Proposed Anglesea Surf Life Saving Club Photo Montage 1st June 2017





www.3idstudios.com.au 82 Ryrie Street Geelong Vic 3230 P. 03 5221 9420 Camera View 2 - Camera Match Data Anglesea Surf Life Saving Club Photo Montage 1st June 2017 2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 5 17/0071 - LODGEMENT - TOWN PLANNING REPORT - 100 AND 120 GREAT OCEAN ROAD, ANGLESEA



Buildings and works associated with a surf life saving club

at

100 Great Ocean Road

Anglesea (Anglesea Surf Life Saving Club)

Application for Planning Permit

2<sup>nd</sup> June 2017

# 1. Introduction

Sincock Planning has been engaged by the Anglesea Surf Life Saving Club to prepare a planning report for buildings and works associated with the redevelopment of the life saving club at 100 Great Ocean Road, Anglesea. This application is lodged following a community consultation program and preparation of revised development plans following the consultation process.

The lodgement of the application follows a number of pre-application meetings and telephone discussions held between the Anglesea SLSC, Surf Coast Shire and the Department of Environment Land Water & Planning.

The subject site is located within the Public Park & Recreation Zone, and is not affected by any overlay controls. A permit is required for buildings and works in the zone and for the removal of vegetation adjacent to the building pursuant to Clause 52.17.

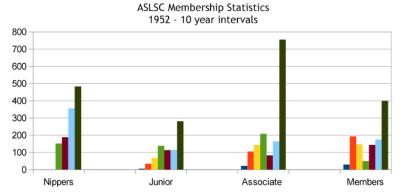
The application is lodged with Coastal Management Act Consent obtained on 17th February 2017.

# 2. Preamble & ASLSC History

The Anglesea Surf Lifesaving Club (ASLSC) was formed on the 2<sup>nd</sup> January 1952. The first 'tin shed' clubhouse was positioned in the sand dunes in the middle of the surf beach. Severe storms in 1956 destroyed a boat shed built on the beach, and showed the clubhouse to be in a very unsafe position. After application to the Foreshore Committee the ASLSC was granted permission to erect a clubhouse at the western end of the beach where it still resides. The new clubhouse was commenced in 1961 and built by club members under supervision. New areas were added throughout its history. The most recent and major addition was the Ray Marsh Room to the south of the old or lower clubhouse in 1993.

During the early part of this century a number of temporary works were completed to keep the lower clubhouse in working order. These works consisted of cement rendering to slow the concrete and steel canker that was apparent in the structure. A decision was made around 2009 that the ASLSC had to replace the 1960's clubhouse. One impediment to this was that the original lease for the building had expired and it was on a one year rolling lease under the Surf Life Saving Act. It was a concern of members that this situation was untenable insofar that this lease did not give adequate tenure for the foreseeable future. The ASLSC had worked for many years through Life Saving Victoria (LSV) to get a new lease, in protracted negotiations. Several years ago Peter Williams (the then President) and his committee undertook to obtain a 17D Lease and this was obtained just prior to Christmas 2013.

When the lower clubhouse was built there were 332 members (females could not be members). Female members were permitted to join the movement in 1980. One of the fastest growing membership categories was the 'Nippers' (7-13 yo) which started in 1968. Below is a table of the growth in membership through the years:



It can be seen from this chart that:

- Nipper numbers have grown significantly. Numbers are now limited to 500 that the ASLSC can put on the beach each morning because of OH&S considerations and limits to supervisors. It is almost impossible to envisage greater numbers of Nippers with our current building, and some leave to go to other clubs when their children cannot be enrolled at Anglesea.
- 2. The very large jump in Associate Members is due to the insistence from the ASLSC that parents become members as a result of our risk management protocols in respect to working with children requirements. Because of our membership cost is low it is very easy for the whole family to become members. The club is now slowly getting the parents involved through training to have greater skills and become active club members.

- 3. The Member Category are those who are patrolling members with patrolling qualifications. The ASLSC is pleased that these numbers have increased through greater retention rates. Anglesea now patrols both on the Surf Beach as well as at Point Roadknight. We expect that calls will be made for us to have a permanent or roving patrols from Point Roadknight to Urquart Bluff in the future.
- 4. The ASLSC believes with the relative static Anglesea resident numbers that membership growth will not increase at the rate seen during the first decade of this century, nor does the club have any plans to increase its membership. However we hope the community will increase its use of our facilities.

The ASLSC has become a leader in innovation in the LSV. As one of the biggest clubs in Victoria the ASLSC instigated a new command structure in the mid-1990's to alleviate the pressure on the Club Captain in running the club. This has been supported with recent changes to the management structure in having Vice Presidents to support the President.

The development of YIP's (Youth Involvement Program) encouraged the 15-18 yo's to undertake a task leading to gold, silver or bronze awards. This kept that age group involved until they became adult members. This program has been rolled out throughout Australia by Surf Life Saving Australia.

During the early years of this century a real problem arose due to the club having too few members qualified as IRB drivers (inflatable rescue craft or Inshore Rescue Boats). The club supported a competition section for IRB competition and large numbers joined the program and we became the Champion Club. This frenetic activity (and noise) has somewhat subsided but Anglesea now has a constant stream of qualified IRB drivers and crew.

One of the most significant membership growth areas over the past 20 year has been in the Junior Activities (Nipper) area. This is from age 6 to 13 and this growth is state wide. In this period the Nipper membership at ASLSC has grown from around 200 to its current level of around 550. In 2012 ASLSC decided to cap its Nipper membership at around this current level on the basis of risk management and the inability of the infrastructure to cope with greater numbers. As a result some members moved to Fairhaven who, in turn, have had to cap their numbers.

Requirements around running the Nipper program have changed substantially over recent years such that today ASLSC requires at least one parent to be a club member and to be present while the Nipper program is taking place. With children and their parent(s) present this can mean up to 1100 members around the clubhouse and on the beach at any one time. Presently ASLSC has no way of accommodating these numbers within its facilities in order to keep people out of the weather during instruction periods; at best it can accommodate around 150 at any one time.

The Nipper program is an integral part of ASLSC's community involvement. Statistics tell us that only a small percentage of those that undertake nippers go on to be long term club members. This is strongly influenced by the fact that Anglesea is a "holiday" club with many of the nipper members only at Anglesea for a few weeks over summer and possibly not returning in future years. Irrespective of this ASLSC maintains that the Nipper program is of great importance as it provides the participants with a solid understanding of water safety.

Expanding its community involvement, ASLSC in 2011 commenced its Starfish Nipper program for children with special needs. This was the first time a lifesaving club had run a program for special needs children as an integral part of its overall nipper program. This program has been widely acknowledged for its innovative approach and a number of other clubs around Australia are starting similar programs. This program has started to be implemented overseas.

LSV is a strong training organisation as part of the Emergency Services organisation. ASLSC has a strong history of training and has each year has by far achieved the greatest number of awards for any surf club in Victoria. During the summer months we now have to have three tents erected on the lawn to cater for the increased training undertaken. The benefit of this training is obvious for the greater community. Several years ago we commenced a three year Bronze Medal program for busy parents of children in our Nipper program.

The key aspect of this redevelopment is that the facility should be seen as a community asset of benefit to Anglesea and the wider Surfcoast community. The greater Anglesea area also has unique assets that present themselves as an educational hub that the greater Anglesea Community may like to develop.

This constant innovation and strong leadership and training led to Anglesea SLSC being recognised as the Best Surf Life Saving Club in Australia in 2010. This is a rare achievement for a Victorian Club.

## In conclusion:

- No one could envisage the growth in the ASLSC from 57 members in 1952, or even the 332 in 1962 to our current number.
- Putting 500 Nippers on the beach each summer means increased storage areas are needed for signs and water craft. The number of Nippers may increase as demand increases for this service.
- Our current first aid facility has been 'tacked' onto the corner of the only training room. As beach numbers increase so will the use of a proper and modern First Aid Room with good ambulance access
- No one could foresee the room needed to store the number of IRB's the current preferred
  option of rescues. We may well be required to have an ORB (Offshore Rescue Boat) in the
  future a much larger craft than an IRB. Other future rescue craft maybe jet ski's, some
  other clubs have already adopted them. The current IRB storage is cramped and
  inadequate.
- OH&S issues now mean we cannot talk or lecture, young children or adults in the sun, we need greater indoor facilities.
- The new facility will have modern public toilets meeting a long held wish of GOORC and the SCS.

# 3. Proposal

The application proposes alterations and additions to the Anglesea Surf Life Saving Club at 100 Great Ocean Road, Anglesea.

The northern building is proposed to be demolished and replaced with a new three level building that provides enhanced facilities for the Anglesea SLSC and the Anglesea community in general. The new building will be only 3.6m higher than the existing two level building and will be no higher than the remaining southern building.

At the lower ground level, the new building will contain equipment storage, male and female changing facilities, public toilet facilities, patrol vehicle garaging, store, a training/office/club shop building and paving. Landscaping to the north of the building will be cut back and/or removed as detailed on page 2 of the Beacon Ecological Report. Shade sails and paving / terracing is proposed to the north of the public toilets and deck/wash down area. Internal stairs from the storage area at the western end of the lower ground floor lead up the ground floor.

A new stair to the existing landing will be constructed to the south of the training/office/shop building and a lift will also provide alternate access between levels.

At the ground floor level will be the rescue equipment storage area and office including storage for the IRB's and the fuel store. The eastern end of the building will include a designated first aid room, lobby and lifesaving instruction / training room and office that can be divided into two areas as required. A reception/admin and managers office is also located at this level.

External works include terracing, bicycle rails, a wash down area and an ambulance zone. Decking to the south and east of the new building will link with a bridge that provides for linkages between the existing and proposed buildings.

The proposed first floor will contain two separate lifesaving instruction / training room areas that will be fitted so that they can be broken down into smaller areas as required. These areas will double as members general purpose areas and community use facilities with decking to the north and east. Access is provided via a lift and stairwell. The northern wall of the existing building is to be demolished and the kitchen and toilet facilities in this location enlarged to provide for improved facilities including greater storage areas.

The roofline of the proposed building will match the existing roofline of the southern building that is being retained. The new structure has a section of flat roof to the west, however a skillion roof is proposed over the training/meeting room 3.

The new design maintains glazing to the north and east, and uses different finishes at each level. The lower level has a limestone cladding the ground level has a bleached concrete finish, and the first floor has zinc cladding.

# 4. Existing site conditions

The subject site is located on the south east side of the Great Ocean Road at Anglesea, opposite the intersection with Harvey and Murray Streets. The existing Anglesea SLSC facility comprises two double storey buildings and a patrol tower sited at the top of the cliffs. The buildings are setback approximately 35m from the cliff face, with the exception of the patrol tower that is sited much closer to the cliff edge.

The building comprises two L-shaped buildings attached with a deck area. The lower ground floor area comprises change rooms and storage associated with nipper and patrol activities. Vehicle access is obtained to the area immediately adjacent to the patrol store. The level immediately above also contains storage for surf ski's and boards, along with a training room, offices, a kitchen and the club shop.

The building to the south comprises a training room, dormitory's and toilet facilities. The first floor of this building comprises general purpose meeting room, committee room, kitchen, food servery and toilet facilities. A ramp entry provides direct access to this area from the gravel carpark to the west. Vehicle access is obtained below the ramp to the southern side of the building, along the western side and then to the roadway toward both the beach and the Great Ocean Road.

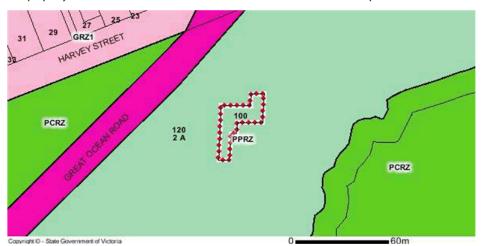
The northern L shaped building at the ASLSC was constructed by volunteer labour in 1961, and has been extensively modified since that time. The original building, now over 50 years old, does not meet current building regulations in a number of aspects and due to close proximity to the sea suffers from severe weathering and corrosion. It has thus reached the end of its life cycle and needs to be replaced.

The site is approximately 300m from the cafes and shops at the Four Kings Precinct (to the north east) and a similar distance to the Anglesea lookout to the west. The Great Ocean Road is a single lane in either direction and the road rises to the west of the site.

The closest dwellings are located in Harvey Street, Murray Street and the Great Ocean Road. The topography of the area allows most of the dwellings in Harvey Street to obtain views of the ocean and views over the Anglesea SLSC toward the cliffs to the north east.

# 5. Zoning Provisions

The property is within the Public Park & Recreation Zone as shown on the map below.



The purpose of the zone is:

- · To implement the State Planning Policy Framework and the Local Planning Policy
- Framework, including the Municipal Strategic Statement and local planning policies.
- · To recognise areas for public recreation and open space.
- To protect and conserve areas of significance where appropriate.
- To provide for commercial uses where appropriate.

A permit is required for buildings and works pursuant to Clause 32.06-2.

## Clause 32.06-3 states that:

An application for a permit by a person other than the relevant public land manager must be accompanied by the written consent of the public land manager, indicating that the public land manager consents generally or conditionally either:

- $\mbox{\ensuremath{\square}}$  To the application for permit being made.
- $\mbox{\scriptsize $\circ$}$  To the application for permit being made and to the proposed use or development.

A letter of consent is included within the supporting documents.

# Clause 32.06-5 states that:

Before deciding on an application to use or subdivide land, construct a building or construct or carry out works, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

- $\mbox{\tt -}$  The State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- The comments of any public land manager or other relevant land manager having responsibility for the care or management of the land or adjacent land.

# 6. State & Local Planning Policy Framework

There are a number of policies that require consideration which are listed below.

#### 6.1 12.01-1 - Protection of habitat

## The objective is:

 To assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals and control pest plants and animals.

#### A relevant strategy is:

- Ensure that the siting of new buildings and works minimizes the removal or fragmentation of native vegetation.
- 6.2 12.01-2 Native vegetation management

#### The objective is:

· To achieve a net gain in the extent and quality of native vegetation.

#### Relevant strategies include:

 Apply the three step process as set out by Victoria's Native Vegetation Management - a Framework for Action.

#### 6.3 12.02-1 Protection of coastal areas

# The objective is:

 To recognize and enhance the value of the coastal areas to the community and ensure sustainable use of natural coastal resources.

- Coordinated land use and planning with the requirements of the Coastal Management Act 1995 to:
  - Provide clear direction for the future sustainable use of the coast, including the marine environment, for recreation, conservation, tourism, commerce and similar uses in appropriate areas.
  - $\mbox{\ensuremath{\square}}$  Protect and maintain areas of environmental significance.
  - Identify suitable areas and opportunities for improved facilities.

## 6.4 12.02-2 Appropriate development of coastal areas

#### The objective is

 To ensure development conserves, protects and seeks to enhance coastal biodiversity and ecological values.

#### Relevant strategies include:

- Ensure development is sensitively sited and designed and respects the character of coastal settlements
- · Encourage revegetation of cleared land abutting coastal reserves.
- Maintain the natural drainage patterns, water quality and biodiversity within and adjacent to coastal estuaries, wetlands and waterways.
- Avoid disturbance of coastal acid sulfate soils.
- Protect cultural heritage places, including Aboriginal places, archaeological sites and historic shipwrecks.

## 6.5 12.02-3 Coastal crown land

#### The objective is

• To achieve development that provides an environmental, social and economic balance.

#### Relevant strategies include:

- Ensure that use and development on or adjacent to coastal foreshore Crown land:
  - $\mbox{\tt --}$  Maintains safe, equitable public access and improves public benefit whilst protecting local environmental and social values.

# 6.6 12.02-6 The Great Ocean Road Region

# The objective is

• To manage the sustainable development of the Great Ocean Road region.

- · Protect public land and parks and identified significant landscapes.
- Ensure development responds to the identified landscape character of the area.
- Manage the impact of development on catchments and coastal areas.
- Manage the impact of development on the environmental and cultural values of the area.

## 6.7 13.01-1 Coastal inundation and erosion

#### The objective is

· To plan for and manage the potential coastal impacts of climate change.

#### Relevant strategies include:

- In planning for possible sea level rise, an increase of 0.2 metres over current 1 in 100 year flood levels by 2040 may be used for new development in close proximity to existing development (urban infill).
- Plan for possible sea level rise of 0.8 metres by 2100, and allow for the combined effects of
  tides, storm surges, coastal processes and local conditions such as topography and geology
  when assessing risks and coastal impacts associated with climate change.
- Consider the risks associated with climate change in planning and management decision making processes.
- For new greenfield development outside of town boundaries, plan for not less than 0.8 metre sea level rise by 2100.
- Ensure that land subject to coastal hazards are identified and appropriately managed to
  ensure that future development is not at risk.
- Ensure that development or protective works seeking to respond to coastal hazard risks avoids detrimental impacts on coastal processes.
- Avoid development in identified coastal hazard areas susceptible to inundation (both river and coastal), erosion, landslip/landslide, acid sulfate soils, bushfire and geotechnical risk.

# 6.8 15.01-1 Urban design

# The objective is

 To create urban environments that are safe, functional and provide good quality environments with a sense of place and cultural identity.

- Require development to respond to its context in terms of urban character, cultural heritage, natural features, surrounding landscape and climate.
- Ensure sensitive landscape areas such as the bays and coastlines are protected and that new development does not detract from their natural quality.

# 6.9 15.01-5 Cultural identity and neighbourhood character

#### The objective is

To recognize and protect cultural identity, neighbourhood character and sense of place.

#### Relevant strategies include:

- Ensure development responds and contributes to existing sense of place and cultural identity.
- Ensure development recognises distinctive urban forms and layout and their relationship to landscape and vegetation.
- Ensure development responds to its context and reinforces special characteristics of local environment and place by emphasising:
  - The underlying natural landscape character.
  - The heritage values and built form that reflect community identity.
  - The values, needs and aspirations of the community

# 6.10 15.03-2 Aboriginal cultural heritage

#### The objective is

 To ensure the protection and conservation of places of Aboriginal cultural heritage significance.

#### Relevant strategies include:

- Identify, assess and document places of Aboriginal cultural heritage significance, in consultation with relevant Registered Aboriginal Parties, as a basis for their inclusion in the planning scheme.
- Provide for the protection and conservation of pre- and post-contact Aboriginal cultural heritage places.
- Ensure that permit approvals align with recommendations of a Cultural Heritage Management Plan approved under the Aboriginal Heritage Act 2006.

# 6.11 21.02-1 Settlement, built environment, heritage and housing key issues and influences

- Growth of the coastal towns from Anglesea through to Lorne is limited by physical
  constraints, including the Great Otway National Park and the desire to retain the natural
  scenic coastal landscape settings between these urban settlements.
- Outdoor entertainment and recreation opportunities are an important aspect of both the desirability and liveability of the Surf Coast region.

# 6.12 21.02-4 Neighbourhood character

#### The objective is

 To protect the individual coastal township character values of low urban density, recessive built form, vegetated coastal landscapes and ecological values of the natural environment from inappropriate urban development.

## Relevant strategies include:

- Ensure residential development densities are compatible to the protection of the indigenous vegetation and the historic neighbourhood character of the Surf Coast settlements.
- Encourage a coastal style of urban form within all coastal towns and coastal localities in all developments.
- Recognise the key role vegetation plays in defining township character and in softening urban development.

## 6.13 21.03-1 Environmental management key issues and influences

- The loss and fragmentation of indigenous vegetation and decline in native vegetation and loss of biodiversity.
- Land and water degradation, including dune and cliff erosion, dryland salinity, soil depletion and waterlogging.

## 6.14 21.03-2 Environmental assets

#### The objective is

 To protect and enhance the Shire's diverse natural resources in an ecologically sustainable manner for present and future generations.

- Ensure that development on and near the coast is compatible with and enhances the environmental values, visual character and amenity of the coastal environment.
- Support a limited range of sustainable and socially equitable, coastal dependent, recreational and tourism activities that complement and promote the coast's natural and cultural values.

# 6.15 21.11 Anglesea Strategy

#### Key issues and influences

- Large parts of Anglesea and surrounding significant natural landscape is visible from the Great Ocean Road and public viewing points.
- Recognising the importance of significant native vegetation to Anglesea's character and the following key neighbourhood character attributes:
  - o The dominance of the indigenous vegetation over the built environment
  - Low profile buildings contained within the tree canopy, with small footprints and screened by vegetation.
  - A sense of openness between properties due to the absence of solid fencing, the use of post and wire fences or no fences at all. -
  - The use of vegetation to achieve a sense of privacy.
  - Gravel roads, and roads with an informal appearance, complemented by vegetation in the roadside.
- Tourism is a vital component of the local economy and Anglesea is well placed to capitalise
  on the growing popularity of nature and adventure based tourism due to its natural setting
  and camp facilities, which affords opportunities to lengthen the tourism visitation period.

#### 6.16 21.11-3 Environment

## The objective is

 To protect and enhance the unique environmental, cultural and landscape values of Anglesea and adjoining land.

# A relevant strategy include:

• Encourage a reasonable sharing of views of scenic landscape features from private land.

# 7. Particular provisions

## 7.1 52.06 Car parking

The purpose of Clause 52.06 is:

- To ensure that car parking is provided in accordance with the State Planning Policy Framework and Local Planning Policy Framework.
- To ensure the provision of an appropriate number of car parking spaces having regard to
  the demand likely to be generated, the activities on the land and the nature of the locality.
- To support sustainable transport alternatives to the motor car.
- To promote the efficient use of car parking spaces through the consolidation of car parking facilities.
- To ensure that car parking does not adversely affect the amenity of the locality.
- To ensure that the design and location of car parking is of a high standard, creates a safe environment for users and enables easy and efficient use.

#### 52.06-2 states that before:

- a new use commences; or
- the floor area or site area of an existing use is increased; or
- an existing use is increased by the measure specified in Column C of Table 1 in Clause

52.06-5 for that use, the number of car parking spaces required under Clause 52.06-5 or in a schedule to the Parking Overlay must be provided to the satisfaction of the responsible authority in one or more of the following ways:

- on the land; or
- □ in accordance with a permit issued under Clause 52.06-3; or

Car parking for a Surf Life Saving Club is not identified at Table 1 to Clause 52.06-5. Car parking is currently provided in car parking areas to the north and west of the clubhouse, both of which have a gravel finish. These car parks are generally underutilized throughout the majority of the year, and over the summer peak period, are used to capacity.

The redevelopment of the Anglesea SLSC won't however increase patronage to the site during the peak periods, and therefore will not increase or alter the manner in which the existing car parking is utilised. Further to this, there is no capacity to provide increased car parking on the site, within parts of the property that are managed and maintained by the Anglesea SLSC.

We acknowledge that the new building will accommodate larger numbers of people, the activity being conducted on the premises however is not proposed to change as a result of the development. The SLSC provide a service that is conducted partially from within the existing building, and due to the constraints of the building, is partially conducted from the grassed area in front of the building, along with normal patrol activities and training that occur on the beach. The total number of people involved in the SLSC will not increase as a result of the redevelopment, however the new building will enable the club to function in a more efficient manner with dedicated spaces available to activities, and enabling more activities to be held within the building rather than from the grass in front of the building, and the temporary tents that are erected over Summer to provide shade to nippers. The redevelopment of the building will accommodate the needs of the club at present and into the future, hopefully alleviating the need to accommodate so many activities outside the building.

The fact that this beach is a patrolled beach naturally encourages greater numbers of swimmers to this beach than to other beaches that are not patrolled in the area. Regardless of the nature of the building or state of redevelopment, the beach will continue to accommodate large numbers of people who wish to swim in the safety of the flags on a patrolled beach, and these people will continue to park on the surrounding streets, at the river mouth and at the SLSC in order to access the beach, whilst locals will continue to walk in order to save themselves the hassle and time spent trying to obtain parking.

Many members of the SLSC park at the river mouth and walk along the beach to access the SLSC, whilst many of the juniors are dropped off and collected later on after their activities have ended. We do not expect the redevelopment to result in additional need for parking, as we believe the need for parking is driven by the nature of the patrolled beach and the desire for people to swim in safe patrolled locations.

We would be more than happy to discuss the way in which the SLSC can assist in the management of the current car parking situation, however we do not believe that the parking demand is a result of the activities held within the SLSC, but related more broadly to the functions of a patrolled beach.

There are no new uses proposed via this application, and therefore no increase in patronage that would be expected. As such a detailed assessment of Clause 52.06 is not only impractical, but unnecessary as the existing car parking will continue to be used throughout the year.

# 8. Discussion

The following discussion addresses the provisions of the Surf Coast Planning Scheme and matters relevant to the Coastal Management Act Consent in totality to avoid a repetitive response that would result from discussion of individual parts of the planning scheme. The zone require that the comments of the public land manager will be sought, and whilst consent is attached to the application being lodged, any comments and requirements of the Public Land Manager will be obtained by DELWP in the assessment of the application.

The planning scheme, via Clause 12.02-2, 12.02-3 & 12.02-6 directs any development to have regard to the Victorian Coastal Strategy, The Coastal Spaces Landscape Assessment Study, The Great Ocean Road Landscape Assessment Study and the Great Ocean Road Region - A Land Use and Transport Strategy, all of which reference character and design matters, however the primary document that provides design and siting guidelines for coastal development proposals is the Design and Siting Guidelines for Structures on the Victorian Coast 1998 document. This document is referenced by the Victorian Coastal Strategy "Criteria for use and development on Coastal Crown land' as follows:

Use and development on coastal Crown land should meet the following criteria, where relevant:

 exhibits excellence in siting and design, complements or integrates with the coastal landscape and setting, maintains important public views, vistas and sightlines and is set back from the coast as far as practicable in line with vulnerability assessments (please see the "Siting and Design Guidelines for Structures on the Victorian Coast" and the "Good Design and the Coast" brochure, both available at www.vcc.vic.gov.au).

An assessment of the proposed development having regard to the Design and Siting Guidelines for Structures on the Victorian Coast and the Good Design and the Coast guidelines is provided below.

The Design and Siting Guidelines are intended to assist the preparation of appropriate design responses and assessment of developments within coastal areas. The guidelines state that the challenge is to ensure that development which occurs on the coast complements the surrounding landscape and results in excellence in design and improved facilities and environment.

The Good Design and the Coast brochure identifies principles and values for good design and summarises some of the issues and challenges facing development on the coast. These guidelines highlight that poorly designed private developments are encroaching on the publicly owned foreshore and negatively impacting the coastal environment by restricting views and public access, overshadowing public spaces and diminishing the beauty of coastal places. Environmental issues such as habitat fragmentation, weed and pest animal invasion and climate change also impact the coastal environment. These matters are also addressed by Clauses 12 & 13.

The amended proposal for the redevelopment of the Anglesea Surf Life Saving Club is limited in its footprint by the crown land lease that only extends across the current building footprint, with minor projections which have been identified through this design process and which are being corrected in the new lease. The effect being that there is very little vegetation within the lease area, and only two patches of modified vegetation that is proposed to be removed to accommodate the development. A report by Beacon Ecological has assessed the proposal and confirms that the proposed works are highly unlikely to significantly identify any threatened flora or fauna species given the modified nature of the study area and small area of disturbance. The report does however recommend that an informal offset of landscaping using locally indigenous plants should be implemented and this would be consistent with the design guidelines referred to above, and to Clauses 12, 13 and 21.03, with the development appropriate responding without resulting in the loss or fragmentation of any indigenous vegetation. Maintaining the general footprint of the existing Anglesea SLSC in the redevelopment is also consistent with Clause 12.02-2, providing for a simple means of conserving, protecting and enhancing biodiversity and ecological values.

The guiding principles of the Design and Siting Guidelines seek to ensure sustainable development occurs to enable future generations to enjoy the coastline and protect the long term public asset. It follows that the guidelines will ensure the protection of the coastal landscape and Aboriginal sites, recognizing however that public access to coastal crown land will be maintained and community use of foreshore land and buildings will be managed to ensure the greatest public benefit. The concept of maintaining safe, equitable public access and improved public facilities is also a theme of Clause 12.02-3.

The redevelopment of the Anglesea SLSC should therefore demonstrate the public benefit to the community. We believe this is demonstrated in part via the ongoing provision of a safe patrolled beach, and further through the improvement to the facilities for the club members and for community groups who utilise the facility throughout the year. Regular users of the building have included:

- Anglesea Mothers Group
- · Probus Group of Anglesea
- Surf Coast Shire
- Vic Police Youth Group
- Water Police
- GoRideAWave
- Sweethearts of Swing
- Numerous public and private school groups from all over Victoria

Irregular users have also included:

- DSE
- Parks Vic
- GORCC
- Bendigo Bank
- Alcoa
- Life Saving Clubs from throughout the state
- Fitness Groups
- Sports Clubs

 $\ensuremath{\mathsf{A}}$  complete list of users is attached to this submission.

The redevelopment provides for greatly improved facilities given the tired and rundown nature of the existing building, and allows the surf lifesaving club to undertake their public role to their best ability, with a facility that provides for their storage and increased space for educational activities and first aid, public toilet facilities for beach users, provides improved office facilities and enables other groups to use a building that has flexible spaces.

The building will include public toilet facilities at the lower level and we understand that GORCC wish to retain the existing public facilities to the east of the building. This advice is reflected in their letter dated 17<sup>th</sup> October 2016 whereby they have provided consent for the application to be lodged.

The Victorian Coastal Strategy, the Design and Siting Guidelines and the Good Design and the Coast guidelines all recognize that lifesaving clubs are an appropriate development form on the coast in appropriate locations. The subject site has been used for the purpose of a lifesaving facility for in excess of 60 years, and has provided a community service in patrolling the beach during this period. Whilst the clubhouse is in need or renovation, the relocation of the clubhouse is not an option. The redevelopment therefore needs to ensure its supports the good design principles of the relevant documents. This application follows a community consultation process whereby the community were engaged and the original objections reviewed, resulting in a redesign by the architect which results in a narrower first floor internal area and larger open deck area.

Clause 12.02-1 recognises the value of coastal areas and the need to co-ordinate development with Coastal Management Act Consent. The application is now lodged with Coastal Management Act Consent dated 17<sup>th</sup> February 2017.

Section 3.3 of the Design and Siting Guidelines suggests that buildings should be concentrated at particular locations, and the redevelopment of the clubhouse at this site achieves such outcomes. The redevelopment provides for the incorporation of public access to toilet and shower facilities within the building envelope. This outcome is also consistent with the strategies at Clause 12.02-1 that seek to identify opportunities for improved facilities and the provision of public facilities in the building. DDA compliant toilet facilities are also provided in the upper level of the redevelopment, with access obtained via the southern car park.

The redevelopment of the Anglesea SLSC does not alter any existing walking or vehicle access arrangements, and does not alter any beach access. Whilst traffic conflicts have been identified around the equipment store/public walkway intersection, this is difficult to resolve given there is only a single access arrangement to the beach. We note that equipment is generally moved to/from the beach outside the busiest periods and all care is taken to ensure safety to beach users and the club members when equipment is being moved.

The building does however provide for improved storage including patrol vehicle and boat garaging which was previously not provided within the building. The incorporation of vehicle parking in the building will free up parking in the car parks surrounding the building. Whilst this will not substantially alter the parking situation in the peak summer months, it is a worthy improvement.

The building proposed is within the general footprint of the existing structure, with only minor extensions to the north over the two modified parking areas. The setback from the cliffs is not reduced and only the north west corner of the building is to be developed with a slightly reduced setback to the Great Ocean Road. The reduced setback however doesn't result in any impact on views from the Great Ocean Road immediately adjacent to the site, and doesn't reduce the quality of views over the clubhouse from viewing points further to the west of the site as demonstrated in the photomontage documents attached to the application.

Retention of the setbacks from the cliff provides for greater life expectancy of the building, with coastal processes not likely to impact the structure as discussed in the CHVA by Peter Riedel of Coastal Engineering Solutions Pty Ltd. The report identifies mitigation measures to be implemented, including the following:

- Redirection of the storm water down the roadway to the beach;
- Monitoring of the seawalls and transition to the cliffs and the beach so remedial works can be planned in a timely manner.

Redirection of the storm water is a matter that the Anglesea Coastal Action Plan also identified, and preliminary discussions with the Surf Coast Shire Engineers and the Anglesea SLSC have occurred, and it is has been identified that the legal point of discharge will be the roadway to the beach. This upgrade will occur as part of the redevelopment.

The CHVA also provides a response to the climate change policies at Clause 13.01 and 21.03. The report demonstrates that coastal impacts of climate changes are understood in this location, and that the proposed development would not itself be affected by coastal changes / impacts. This report confirm the view of the Anglesea SLSC, that the siting of the building is appropriate and will provide for long term community benefit even with the possible outcomes of climate change.

A report prepared by A.S.Miner Geotechnical Pty Ltd also accompanies the application and responds to issues of cliff stability, coastal erosion, bearing capacity of the foundation soils (due to imposed loads), and specifically considers the risks associated with the existing lookout as requested by DEPI. This report addresses the requirements of Clause 13.01-1 and recommends that drainage enhancements are required as permit conditions to address the control of surface runoff, treatment of stormwater in the vicinity of the lookout tower and overall site drainage management. The ASLSC support and adopt these recommendations.

The report also addresses specific risk mitigation measures to enable the tower to remain in its current position, including (as a minimum):

- Quarterly inspections of the cliffs below the tower by a qualified geotechnical engineer plus
  additional inspections based on observations of any signs of local instability by ASLSC staff
  and/or members of the public.
- Initiation of regular photo point monitoring of the lookout tower and cliffs from both above and below.
- Enhancement of local drainage provisions around the footing slab of the lookout tower.

It is noted that, following discussions with GORCC, new fencing has been installed at Anglesea SLSC's expense to improve public safety, and discourage access to the cliffs, in particular around the patrol tower and between the grassed area and shrubbery in the vicinity of steep drops.

Retention of the lookout tower was considered to be important for the ASLSC, although based on Anglesea Beach, the ASLSC provides services well beyond the immediate area with rescues being undertaken as far west as Urquart Bluff. ASLSC provides volunteer patrols on the Anglesea Beach on weekends and public holidays from the end of November until Easter Monday. Subject to availability it can also respond to incidents throughout the year.

From Christmas to early February Lifeguard services are provided at the Anglesea and Pt Roadknight beaches on weekdays and at Pt Roadknight on weekends. The patrol tower is used to provide a viewing platform over the total area between the main beach and Pt Roadknight. This is important in providing the ability to identify potential incidents as early as possible as it is difficult, if not impossible, to see incidents well away from the beach from either Anglesea or Pt Roadknight beach.

The ASLSC adopt the monitoring recommendations set out in the AS Miner Geotechnical report, in particular agreeing to:

- Quarterly inspections of the cliffs below the tower and at the end of the bluestone seawall
  by suitably instructed ASLC staff plus additional inspections by a suitably qualified
  geotechnical engineer after any observations of significant change or instability by ASLC
  staff and / or members of the public.
- Initiation of regular photo point monitoring of the lookout tower and cliffs from both above and below.
- Quarterly preliminary structural inspections and observations of the bluestone walls and the lookout tower footing with condition reporting by suitably instructed ASLC staff.

The ASLSC are also aware of potential hazards through the construction phase, and when permission is granted, will develop a construction management plan (CMP) that addresses the recommendations of the AS Miner Report and the CHVA by Peter Reidell. This will involve ensuring all construction zones, parking areas, storage etc is located away from the cliffs and any potential hazard areas, with fencing used to define the working zone.

Vehicular traffic implications are discussed at Section 3.1.8 of the Design and Siting Guidelines, stating that development should not place undue strains on vehicular traffic in the locality. We note that although the facility is increasing in size, the extension to the facility will not create additional vehicle movements to/from the site, nor create a need for additional car parking on site. The new building does not alter the manner in which life saving occurs from the property, nor does it attract greater numbers of visitors to the beach.

The redevelopment supports improved facilities for the club including storage, training areas, offices and amenities. None of these activities will attract greater vehicle numbers, and it is recognized that the existing car parking is outside the lease area, and any increase in car parking at the property would require large scale removal of native vegetation which is at odds with the design guidelines, Victorian Coastal Strategy and state and local policy of the Surf Coast Planning Scheme.

Efficient access arrangements result from the redevelopment, with equipment brought into the building from the beach roadway to the lower ground level. A large storage area for vehicles and equipment is provided in this location.

Preliminary discussions have also been held with the VicRoads Regional Office by club members to determine whether there is an opportunity to improve vehicle access/egress from the ASLSC as part of the redevelopment plan. VicRoads have previously indicated in a letter dated 20 July 2016 that they will require ASLSC to provide a pedestrian refuge and improved lighting at the Harvey St, Murray St, GOR intersection as part of the redevelopment. ASLSC have since met with VicRoads and agreed to a funding strategy for these works and encouraged VicRoads to undertake the installation at their earliest opportunity.

All of the design and siting guidelines require consideration to be given to construction materials and maintenance implications for structures on the coast. The location of the facility at the top of the cliffs means that materials have been chosen to ensure the long life of the structure and ease of maintenance. Different finishes are proposed at each of the three levels of the building, with zinc cladding used at the upper level along with substantial glazing across all three elevations.

At the middle (ground entry) level, bleached concrete walls are proposed, and at the lower level is a limestone wall finish. The colours and materials chosen reflect the coastal location and will enhance the building.

The proposed materials will provide for an ease of maintenance and the earthy tones of the materials will ensure the building, whist more visible than the existing structure, will not dominate the coastal landscape and roofing materials and colours provide for consistency across the entire Anglesea SLSC. The chosen materials are durable and will therefore reduce ongoing maintenance costs for the club.

The design of the building incorporates huge expanses of glazing that will provide for natural light throughout all of the new training and meeting rooms. Openings have been limited on the western façade, and this will improve the energy efficiency of the design. Sustainable design features also include:

- Rainwater retention for use for wash down and toilets;
- Double glazing and sun shading and deep roof overhangs;
- Section J compliance for Electrical, Mechanical and insulation in the building design;
- · Minimal window openings in the building to the West;
- · Natural ventilation and opening windows where possible;
- Easy and accessible access to stairs to encourage minimal use of the lift;
- Lighting controlled by sensors to turn off when rooms and areas are not in use;
- · Low maintenance materials used where possible;
- Solar hot water with gas boosting;
- · Provision for bicycle storage and after journey facilities;
- · Public water bottle refilling facilities; and
- Member equipment and water craft storage to encourage members to walk or ride to the club to reduce car use.

Finally, in relation to the Design and Siting Guidelines, issues of building form, line and visual impact are sought to be addressed. This is also a key issues at Clause 21.11 Anglesea Strategy, and importantly at Clause 12.02-2 and 12.02-6. The Anglesea SLSC have obtained architectural expertise from a qualified and well experienced architect with substantial coastal experience and this has resulted in a sensitively designed and scaled building that will have minimal visual impact from the Great Ocean Road and from neighbouring properties. Whilst an additional level is proposed to the new building, the overall height and scale is not substantially different to that which already exists for the southern building. The maximum height of the building is no greater than that of the existing building that is being retained, and the footprint is similar to the existing structure also, although the upper level has been reduced so that there is a larger external deck and reduced internal areas. The outcome being that the development needs of the Anglesea SLSC have been balanced with the need to protect views from public and private land, whilst the character of buildings being set into the landscape is also maintained.

It is necessary to consider the needs and requirements of the ASLSC when considering the appropriateness of the size and scale of the building, as the building must function appropriately if the club is to adequately undertake its duties. We submit that the size of the proposed redevelopment remains consistent with the ongoing use of the site, and provides appropriate spaces to enable the efficient functioning of the club. This matter is discussed in more detail in the business case that also accompanies the application.

The building to be replaced was constructed in 1961 and has had a number of additions and changes made over the years. The building is in generally poor condition with signs of concrete cancer and generally fails to meet contemporary standards. More importantly it totally fails to satisfy member and community expectations for a service that is part of Victoria's Emergency Management structure. When constructed in 1961 the club had less than 200 members, in 2014 there are over 2000 members of which approximately 350 re Active members and 600 are Junior Activity (Nipper) members. Further the level of training and development required to establish and maintain member qualifications has increased significantly over this period.

ASLSC provides in excess of 5500 person hours of patrol on Anglesea beach each season and has a range of necessary equipment to support this. This equipment is housed in conditions that are totally inadequate by today's standards. This in turn can lead to inefficiencies in the storage and maintenance of this equipment and hence added costs.

The existing building has one small general purpose meeting room that is incapable of satisfying demand and is not air-conditioned so is often unbearably hot. For the past 5 years the club has hired three 6m x 6m tents to use as training classrooms over the summer period which in turn limits the useable external ground space.

A significant factor in the proposed redevelopment is occupational health and safety. Community expectations in general, and Surf Life Saving Australia specifically, now require much greater consideration of OH&S issues than existed 50 years ago. The proposed redevelopment reflects this by providing adequate space for activities such as training and development and Nippers to take place in properly ventilated and air-conditioned spaces if the prevailing environmental conditions dictate.

The building has been designed to accommodate the needs of the club as they currently exist along with expected/forecast growth such that these works will provide sufficient space for the needs of the club for many years. We note that the additional floor area also incorporates the public toilets, thereby increasing necessary floor space.

The existing Anglesea SLSC building (that is being demolished) is one level lower than the section of the building that is to be retained. The effect therefore, is that this building has no real visibility from outside the site. As the section of the building that is being retained sits in the foreground, the visual impact of the proposed building is limited. The additional level of the Anglesea SLSC is necessary in order to upgrade and improve storage facilities, with a much greater level of storage, training, educational, meeting and office spaces required now than when the club was first built. The additional floor space proposed by the extra level of the building enables the works to be undertaken within the existing lease area, with minimal impact on the existing landscaping and provides for retention of the primary views over the clubhouse.

Whilst we firmly believe there is no loss of significant views as a result of the proposed development, we accept that the structure will be visible. Its visibility in the landscape is a necessary component of a SLSC, however the building will be not be visually intrusive and this is important and this is demonstrated through the provision of photomontages prepared by 3iD Architecture from the Great Ocean Road and also from the beach. A third location was also sought however vegetation growth has restricted any views of the proposed building and therefore this third view from the lookout was not prepared. The photographs from this location are however attached to the RFI response.

Having assessed the existing views from both public and private land, it is our view that there will not be any substantial loss of view resulting from the proposed extension to the Anglesea SLSC. Whist we recognise that the building may be visible from a number of locations, at no time are primary views affected by the development, nor does the proposed extension dominate any views. In our view the amended development has been designed and managed from the outset to protect the significant landscape character setting in which the site is located. The proposal will enhance the facilities of the Anglesea SLSC and therefore the Anglesea community without negatively impacting public and private viewlines and panoramas.

The final matter addressed at Clause 12.02-2 and 12.02-6 is that of cultural heritage management. The subject site is a highly modified environment that is exempt from the need for a Cultural Heritage Management Plan due to the significant ground disturbance throughout the lease / building area that resulted when the original buildings were completed. Matthew Phelan from Regional Development Victoria, Office of Aboriginal Affairs Victoria, has confirmed by correspondence dated 7<sup>th</sup> November 2014 that a CHMP is not required. This follows a site inspection with Mr Aaron McGifford, Inspector & Senior Heritage Project Officer for the Barwon-Grampians Heritage Programs at Aboriginal Affairs Victoria on 19th July 2011 that the area has been modified by bulldozing activities and that no coastal dune material occurred on site.

DELWP have sought advice about the construction phase, and whilst a detailed Construction Management Plan hasn't yet been prepared, the club have taken on board the recommendation of A.S.Miner geotechnical Pty Ltd, who recommend that construction activities including placement of temporary buildings, storage of materials and non-essential vehicular traffic be restricted on the eastern side of the site in areas of potential fill, and have prepared an figure detailing the exclusion zone (see Figure 5 of A.S.Miner report).

We also note that the area adjacent to the Patrol Tower and the "upper carpark" are within the ASLSC license area, and the carpark adjacent to the Great Ocean Road is under the control of GORCC. During any redevelopment it is most likely that, with GORCC approval, this carpark would be used for siting construction offices and storage of patrol equipment during the summer months.

Although detailed operational plans for the redevelopment period are yet to be drawn up, it is likely that activities such as Nippers would be run from the river end of the beach so as to minimise traffic near the worksite. Discussions have also been had regarding possible staging of the works so that construction may be halted over the peak summer period to minimise potential conflicts.

As construction, and in particular demolition, can result in the discovery of unexpected materials, a hazardous materials audit has been prepared and this is attached to the application.

In summary, it is our view that the redesigned building is generally consistent with the Victorian Coastal Strategy 2008, the Siting and Design Guidelines for Structures on the Victorian Coast, and the Good Coastal Design and the Coast guidelines, and as such Coastal Management Act Consent could be issued.

# 9. Victorian Coastal Strategy 2014

The Victorian Coastal Strategy 2014, was released in September 2014 and is a revised version of the 2008 document resulting from further consultation and the latest scientific evidence and social research. The Victorian coast is under pressure and five key issues have been identified as needing to be addressed to ensure the biodiversity is protected and other attributes enjoyed into the future. The key issues are:

- Managing population growth:
- · Adapting to a changing climate:
- · Managing coastal land and infrastructure:
- · Valuing the natural environment:
- · Integrating marine planning:

The 2014 document continue the Hierarchy of Principles of previous strategies to give effect to the directions in the Coastal Management Act 1995 and the SPPF. The policies and actions in the Strategy are grouped into sections that align with the Hierarchy of Principles, that are:

- · Value and Protect:
- Plan & Act:
- Use & Enjoy.

The first principles of value & protect recognise the need to understand the values of the coastal and marine ecosystems, and their protection, and the use of best practice methods for conducting cost benefit analyses for coastal use and development ensuring that the economic benefits and costs are assessed objectively and transparently.

The proposed development has had regard to these principles, in particular identifying the value of the coastline in which the ASLSC is located, understanding the pressures placed by development on the coast and in particular in this location, and in response seeking to redevelop on effectively the same footprint to minimise impacts on the cliffs, minimise impact on vegetation (by removing only planted species), redirecting stormwater runoff from uncontrolled flow over the cliffs and by undertaking geotechnical assessments and subsequently agreeing to monitoring and inspections regimes to ensure the safety of existing infrastructure including the lookout tower and the members of the club who will use the tower, therefore providing greater certainty and consideration of risks in the medium to long term.

The value of the cliff face and coastal environment around the existing clubrooms, and minimizing any change to that environment, was a factor in the design of the facility and the desire to retain all works within the existing lease areas and the footprint of already disturbed land. The desire to remain in this location is via the absolute necessity to provide life-saving duties and services to the local community on a beach that is safe, accessible for the community and can be patrolled effectively to the benefit of the community.

The benefit to the retention of the facility in this location is clearly evident in the ability of the community to swim in a safe patrolled location, whilst the benefit to the coastal ecosystem results from the redirection of stormwater, the closer monitoring and assessment of geotechnical processes and potential impacts on the tower in particular, the co-location of the public toilet facilities into the building which will enable the old facilities to be removed and the area revegetated, all without increasing the extent of developed land and without any impact on cultural heritage via new work areas.

Climate change has been appropriately considered and addressed via the expertise of Peter Riedell and Tony Miner who's reports accompany the application. Recommendations of the reports have been adopted by the ASLSC and are considered to be acceptable.

It is not expected that there will be any impact on indigenous vegetation via the redevelopment, as only modified patches of vegetation will be removed as a result of the development. Similarly, due to the modified nature of the study area, there is limited habitat for fauna species and therefore the works are highly unlikely to significantly impact any threatened fauna species as identified by Beacon Ecological. The proposal seeks to minimise the loss of habitat and biodiversity in a manner encouraged by the 2014 Strategy.

The principles of Value and Protect also require Aboriginal and historic cultural heritage places to be identified, recorded and protected. The ASLSC sought to gain an understanding of any concerns or pressures resulting from the proposal very early in the process, with discussions occurring on site with Mr Aaron McGifford of Aboriginal Affairs Victoria in 2011. Subsequent written confirmation that a CHMP is not required was received in November 2014.

The second principle is that of Plan and Act. These principles require consideration to be given to coastal hazards and processes, and due regard has been given to these matters as discussed in the previous section. A Coastal Hazard Vulnerability Assessment was prepared and followed up by a Geotechnical Assessment to ensure the redevelopment would have no impact on cliff stability, coastal erosion and bearing capacity of the foundations of the building. These assessments ultimately support the proposed redevelopment, noting that monitoring and ongoing assessment of change and movement will need to be undertaken by the club regardless. The club accept these outcomes and have agreed to the monitoring recommendations. The desire to retain the lookout tower in particular, arrives from the community benefit that results from the towers retention, allowing the beach at Point Roadknight to be viewed from the tower providing greater capacity to forsee changes that may affect safety of swimmers and providing swifter assistance to anyone needing assistance in that location. If the monitoring program identifies unacceptable risk and change to the tower environment the matter will be reviewed by the ASLSC immediately and removed or relocated as necessary.

The public benefit to the proposal is clearly substantial, enabling the Anglesea SLSC to better manage and protect the public from a building that can accommodate the needs of a club that has grown and changed with legislative requirements and active memberships and far outgrown the original building of 1961. This issue is discussed in the previous section also.

The final principles are Use and Enjoy. These principles seeks to ensure that coastal crown land is not used unless there is significant community benefit and their functionality depends on them being near the water, planning is managed across regional and local land administration boundaries and new buildings and infrastructure exhibit excellence in siting and design, integrating with the landscape and setting while also avoiding environmental impacts.

The proposal has had regard to these principles, and is clearly one of the very few uses that can quite simply justify the need to located on coastal crown land to provide the service that they do. The facility has been redesigned and will be redeveloped to cater for the its change in membership, the storage requirements of the club, reconsideration of spaces and facilities to meet OH & S requirements, and the replacement of a building that has now in poor condition and is unable to meet current standards and accommodate the training and development needs of its members.

In order to accommodate all of these requirements, the building has, by necessity grown, however following the community consultation process, the architect has modified the design including internal arrangements to address the concerns of building scale and bulk.

The result is a single level extension to the northern buildings overall height which in turn means that the facility is now visible from locations that were perhaps less visible, or not visible at all. The growth of the building vertically was necessary to accommodate the needs of the club for the medium-long term without extending the building footprint (due to lease arrangements) in an easterly or southerly direction toward the cliffs, and given the constraints of the existing car parking to the west and roadway/walkway to the beach to the immediate north. The loss of car parking, given the existing strain of parking over the summer period, was clearly inappropriate, and therefore the only real option to provide the floor areas and spaces necessary, was to develop an additional level to the northern building. This is a site responsive decision that may not be necessary in other locations but is a determining factor in this location.

The design and siting of the building has been previously discussed, having regard to the *Siting and Design guidelines for Structures on the Victorian Coast* is detailed in Section 8 of the report. In short, the building does exhibit excellence in design and maintains important views, vistas and sightlines.

Whilst the additional height of the new works will be visible from the Great Ocean Road, neighbouring / nearby privately owned dwellings and the beach, the visibility of the structure is not considered to be inappropriate having regard to the context, the constraints of the site and the benefit that results from the development via the enhanced functionality and efficiency of the service being provided.

The SLSC has always been visible from the beach, and in fact it is this beach that the club patrols, as such it is not considered to be inappropriate or unreasonable that a building of this nature would be visible from this location. While we understand that there may be a desire to ensure that no change results from some parts of the community, it is our submission that there has to be some level of change accepted if the Anglesea SLSC are to provide the service they do into the future from this location.

The design of the building has sought to minimise the extent of change and visibility from other locations to the north and west, where the extension will be partially obscured by the existing southern building and also by vegetation that exists around the building.

It is our view that the proposal achieves a reasonable compromise, providing for retention of the significant views to the coast from neighbouring properties and the Great ocean road, whilst limiting the change to the view from the beach where we submit is more acceptable and reasonable given it is this beach that the building is assisting to protect via its lifesaving occupancy. It is from this view that people would expect to see a structure such as a life-saving club.

The redevelopment provides for retention of public access to the beach, results in no loss of public access or space, provides for accessibility to the building at each level for people of limited mobility, incorporates the long term needs of the club (thereby providing a level of certainty to the community about the extent of change), considers climate change conditions and addresses these issues, ensures no loss of remnant vegetation and does not result in any loss of car parking.

The building will remain accessible for groups within the community to use outside of the primary lifesaving operational hours, and will provide for the construction of additional public toilet facilities for beach goers.

Given all of the above it is our submission that the redevelopment of the ASLSC is consistent with the Victorian Coastal Strategy 2014.

#### 10. Business Case

LSV were first advised formally of ASLSC's intention to redevelop its facilities in January 2013.

A detailed business case has been developed and submitted to LSV and will be submitted to others as required in support of funding applications. However a key aspect of the club planning is to ultimately have a facility that is of benefit to the Anglesea and wider Surf Coast community all year round.

Anglesea also has a strong educational focus through the number of school groups who utilise existing facilities at the various camps as well as the existing surf club facilities. A redeveloped facility will provide the opportunity to expand on this via developing an Anglesea Educational Hub that can provide the focus for local training and development. Anglesea SLSC is currently finalising arrangements to provide commercial training in lifesaving related activities as a provider of Life Saving Victoria endorsed courses.

The plans have been reviewed by a quantity surveyor who has estimated the cost at approximately \$3.6 m. On this basis the club has set an initial target of between \$4.5 and \$5m. Funding sources include:

| \$1,500,000 | Life Saving Victoria Facility Development Fund (confirmed in 2016 Victorian State Budget) |
|-------------|---|
| \$ 800,000  | Funds to be provided by Anglesea SLSC (actual)  |
| \$1,200,000 | Donations from key supporters (\$1m already pledged)                                      |
| \$1,000,000 | General fundraising   |
| \$ 250,000  | Value of in kind support  |

A detailed business report is attached separately to the written submission.

#### 11. Conclusion

It is submitted that the proposed building design has had regard to the protection and enhancement of the coastal character of Anglesea with a modern extension designed to achieve a high level of amenity for the users without impacting the existing amenity enjoyed by the neighbouring properties and users of the Great Ocean Road and the beach.

The extension does not result in any loss of significant views from adjoining properties and the change to the streetscape is reasonable with a modest increase in the overall height of the new structure.

The addition will greatly enhance the Anglesea SLSC to continue to patrol the Anglesea beaches, increase its' educational and training aspects, and continue to be an important (and pivotal) part of the Anglesea community.

Given all of the above we submit that the proposal is consistent with the Surf Coast Planning Scheme and the Victorian Coastal Strategy in particular, along with other reference documents contained within the planning scheme. As such we look forward to the grant of a town planning permit in due course.

SINCOCK PLANNING

2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 6 17/0071 - LODGEMENT - UPDATED PLANS - 100 AND 120 GREAT OCEAN ROAD, ANGLESEA

Surf Coast Shire Council
Agenda - Ordinary Council Meeting
Page 221







REFERENCE IMAGES OF SITE

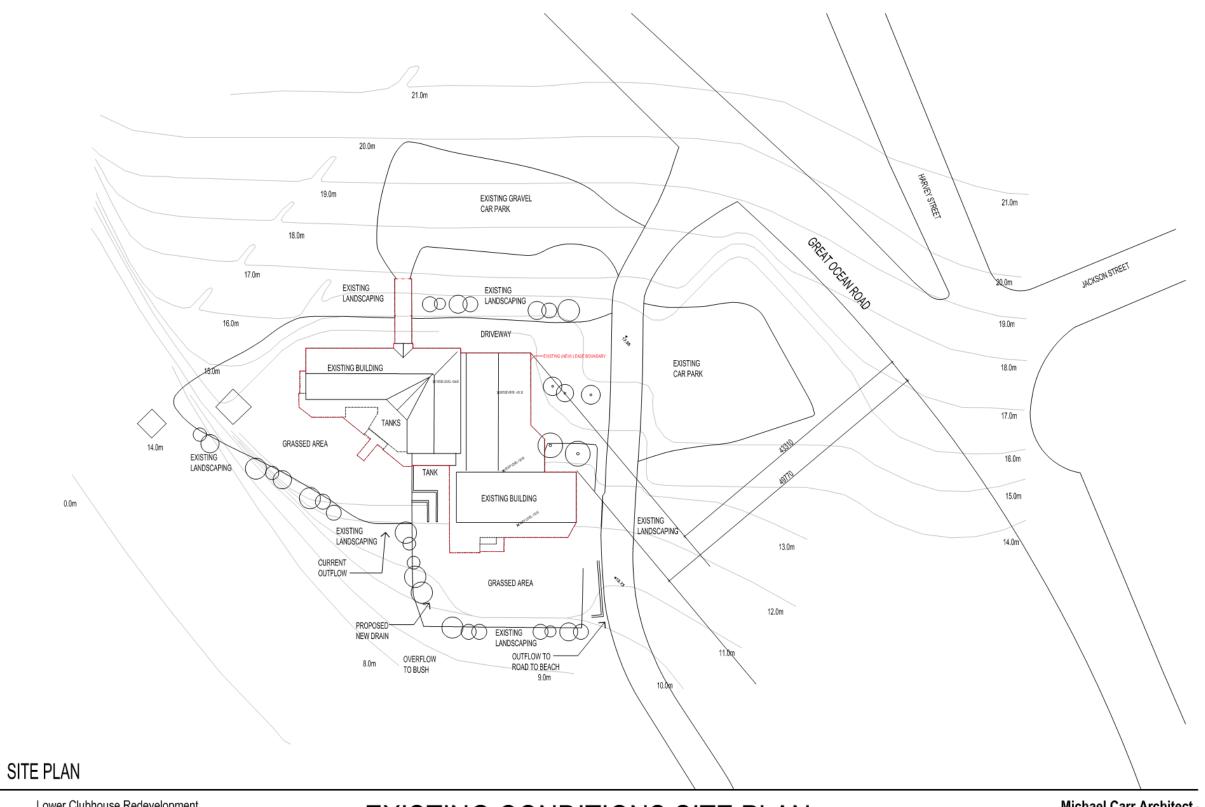
Lower Clubhouse Redevelopment Anglesea SLSC SCALE: N/A DATE: NOVEMBER 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-00

# ANGLESEA SURF LIFE SAVING CLUB TOWN PLANNING SUBMISSION



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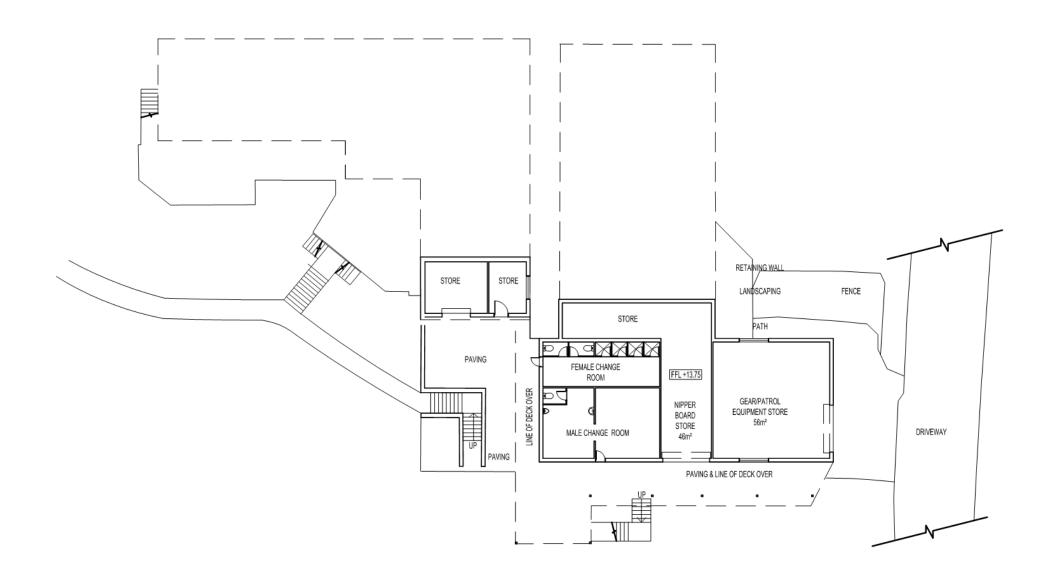
Anglesea SLSC SCALE: 1:500 @A3 DATE: NOVEMBER 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-EX-00

**EXISTING CONDITIONS SITE PLAN** ANGLESEA SURF LIFE SAVING CLUB



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# LOWER GROUND FLOOR

Lower Clubhouse Redevelopment Anglesea SLSC

SCALE: 1:200 @A3

DATE: NOVEMBER 2016

PROJECT NUMBER: 09093

DRAWING NUMBER: 09093-EX-01

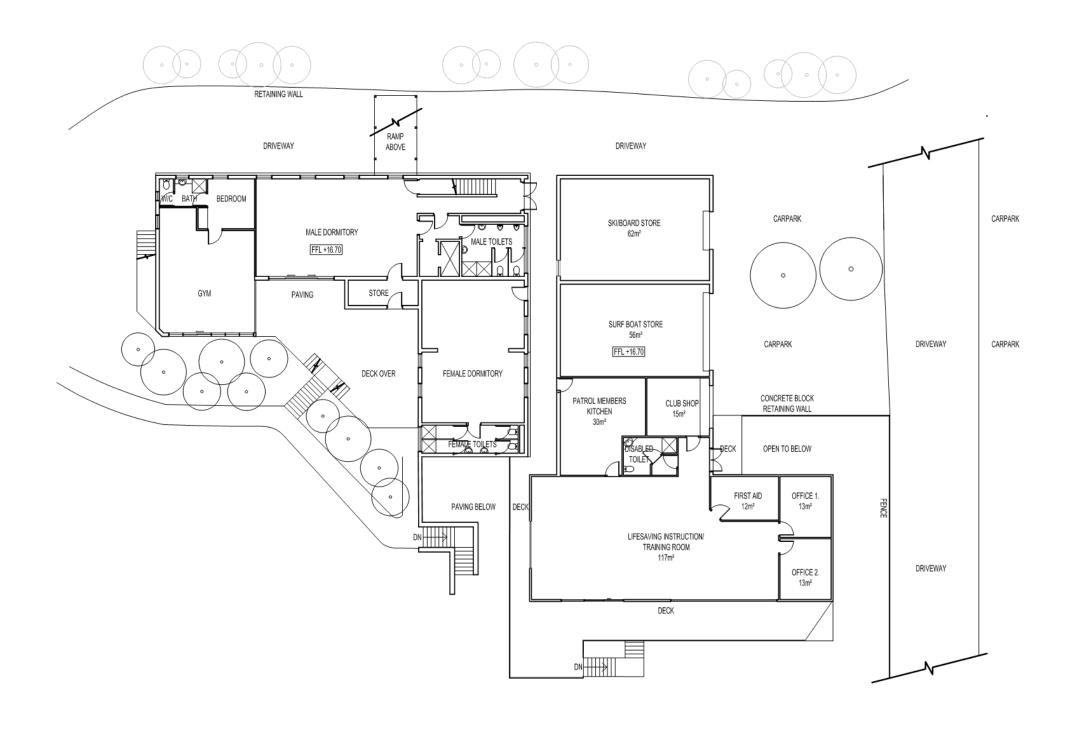


EXISTING LOWER GROUND FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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# **GROUND FLOOR**

Lower Clubhouse Redevelopment Anglesea SLSC SCALE: 1:200 @A3

DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-EX\_02

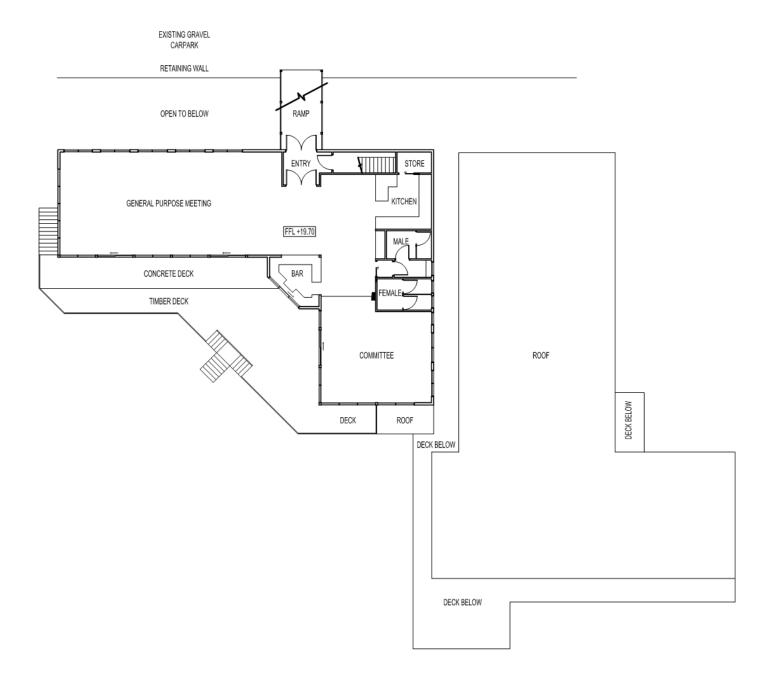


EXISTING GROUND FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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FIRST FLOOR

Lower Clubhouse Redevelopment Anglesea SLSC

SCALE: 1:200 @A3

DATE: NOVEMBER 2016

PROJECT NUMBER: 09093

DRAWING NUMBER: 09093-EX-03

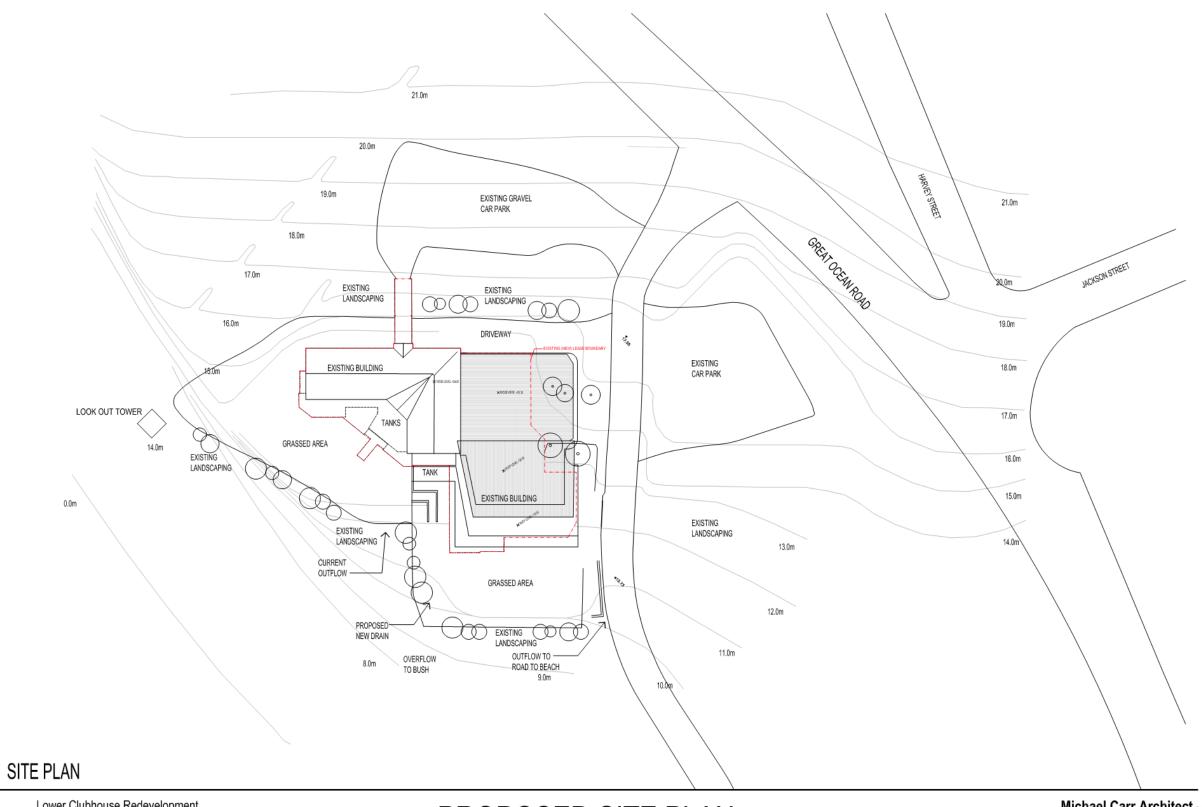


# EXISTING FIRST FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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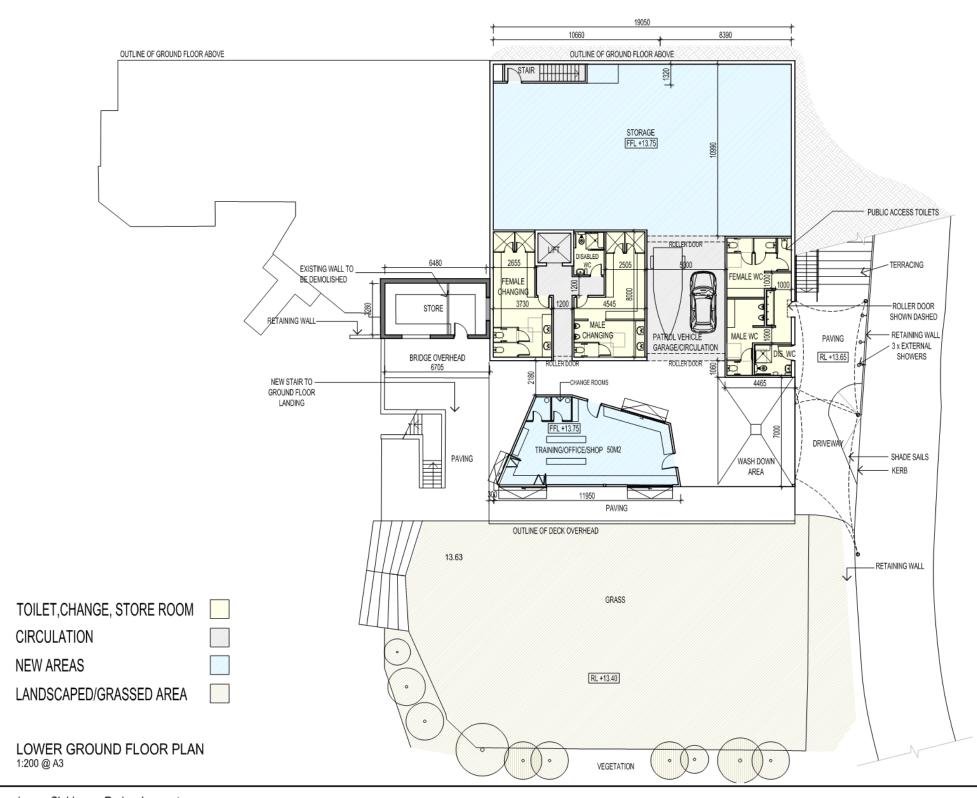
Anglesea SLSC SCALE: 1:500 @A3 DATE: NOVEMBER 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-DD-00

PROPOSED SITE PLAN ANGLESEA SURF LIFE SAVING CLUB



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Anglesea SLSC
SCALE: 1:200 @A3
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-DD-01

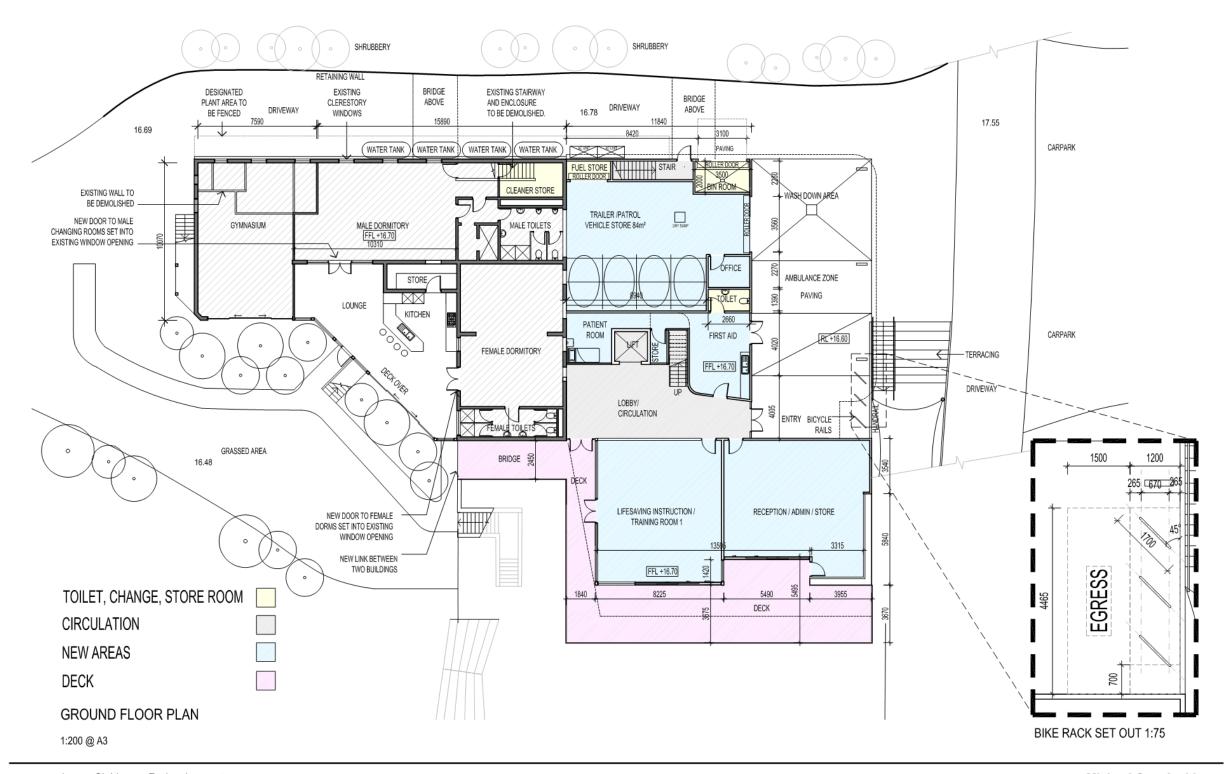


PROPOSED LOWER GROUND FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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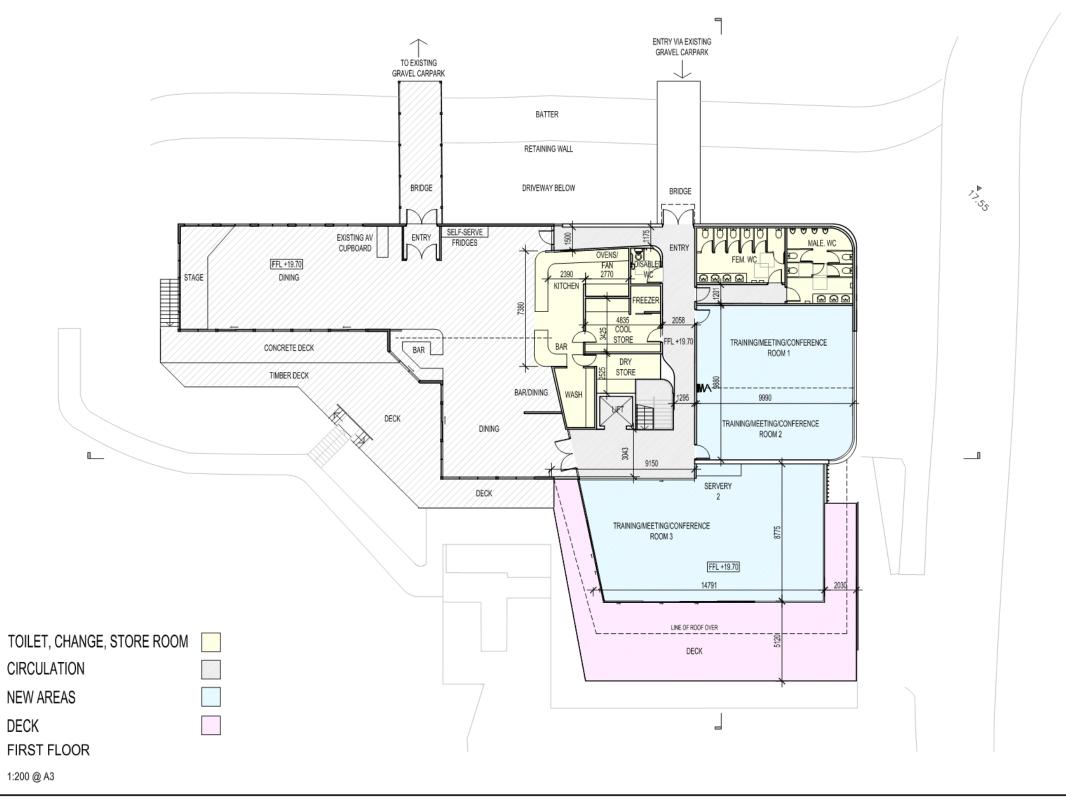
Anglesea SLSC
SCALE: 1:200 @A3
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-DD-02

PROPOSED GROUND FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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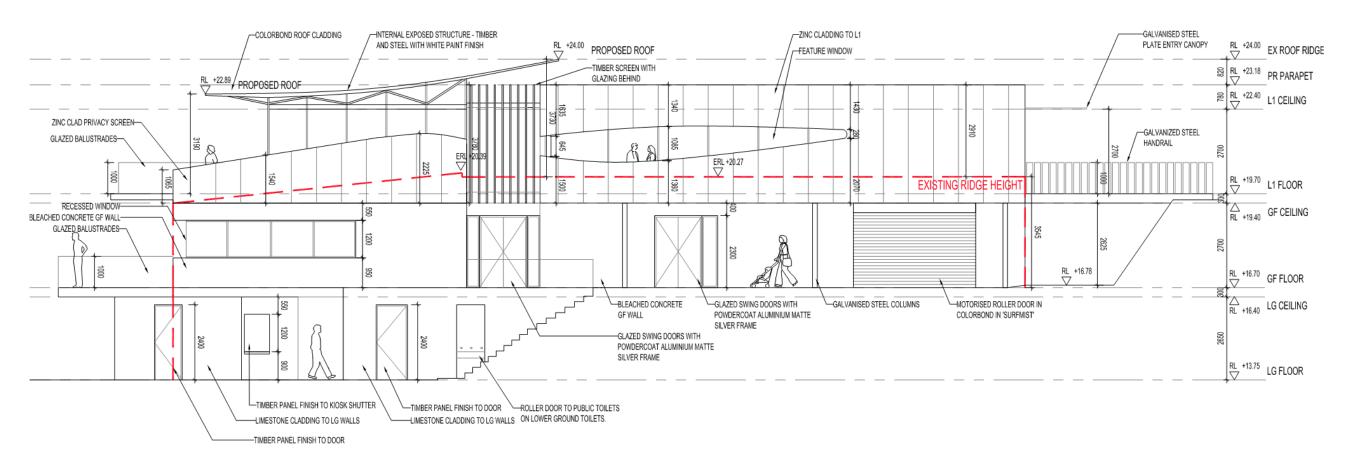
Anglesea SLSC
SCALE: 1:200 @A3
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-DD-03

PROPOSED FIRST FLOOR PLAN ANGLESEA SURF LIFE SAVING CLUB



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NORTH ELEVATION

1:100@A3

Lower Clubhouse Redevelopment Anglesea SLSC SCALE: 1:100 @A3 DATE: NOVEMBER 2016

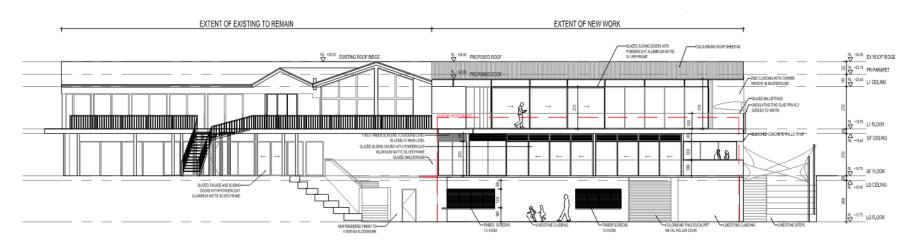
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-DD-04 Rev B

PROPOSED NORTH ELEVATION ANGLESEA SURF LIFE SAVING CLUB

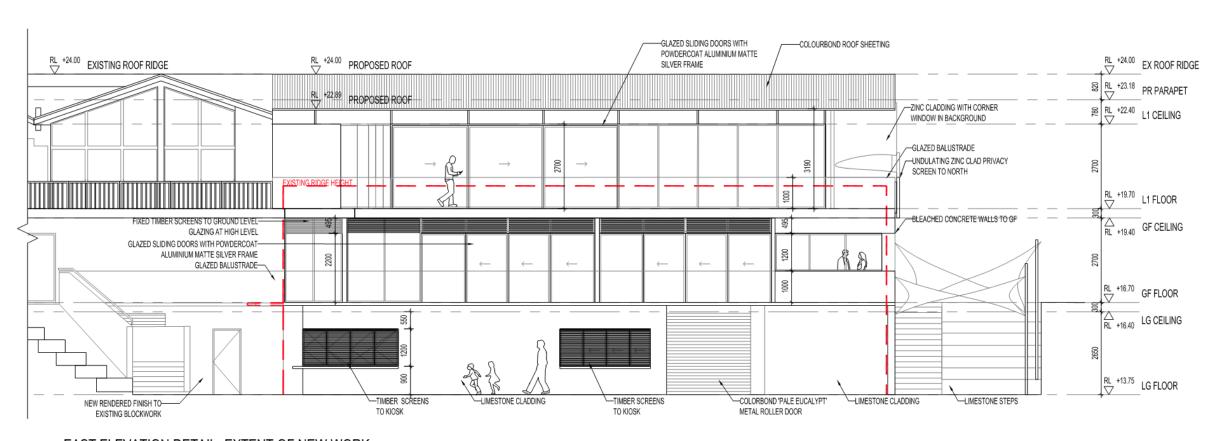


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EAST ELEVATION 1:200@A3



EAST ELEVATION DETAIL- EXTENT OF NEW WORK

Lower Clubhouse Redevelopment Anglesea SLSC

SCALE: 1:100/1:200 @A3
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093

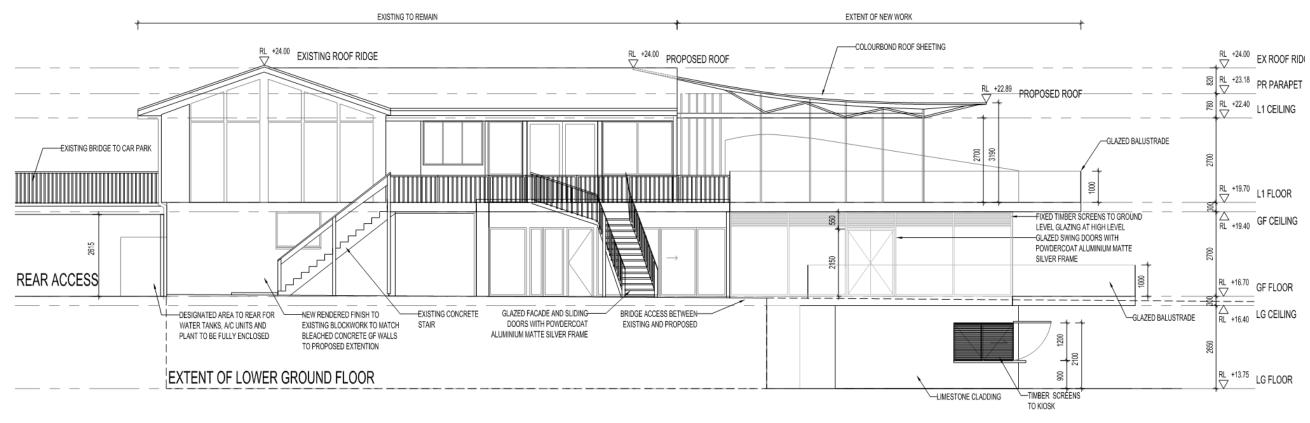
DRAWING NUMBER: 09093-DD-05 (RevA)

PROPOSED EAST ELEVATION
ANGLESEA SURF LIFE SAVING CLUB



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SOUTH ELEVATION

1:100@A3

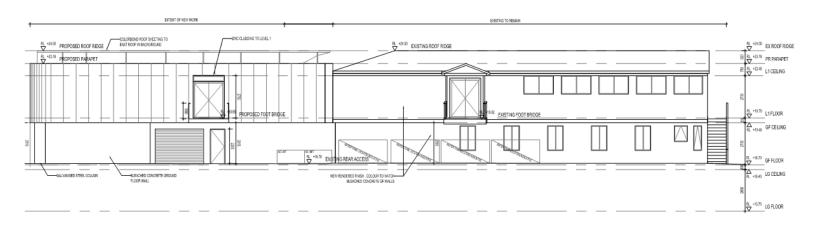
Lower Clubhouse Redevelopment
Anglesea SLSC
SCALE: 1:100 @A3
DATE: NOVEMBER 2016
PROJECT NUMBER: 09093
DRAWING NUMBER: 09093-DD-06 (RevA)

PROPOSED SOUTH ELEVATION ANGLESEA SURF LIFE SAVING CLUB

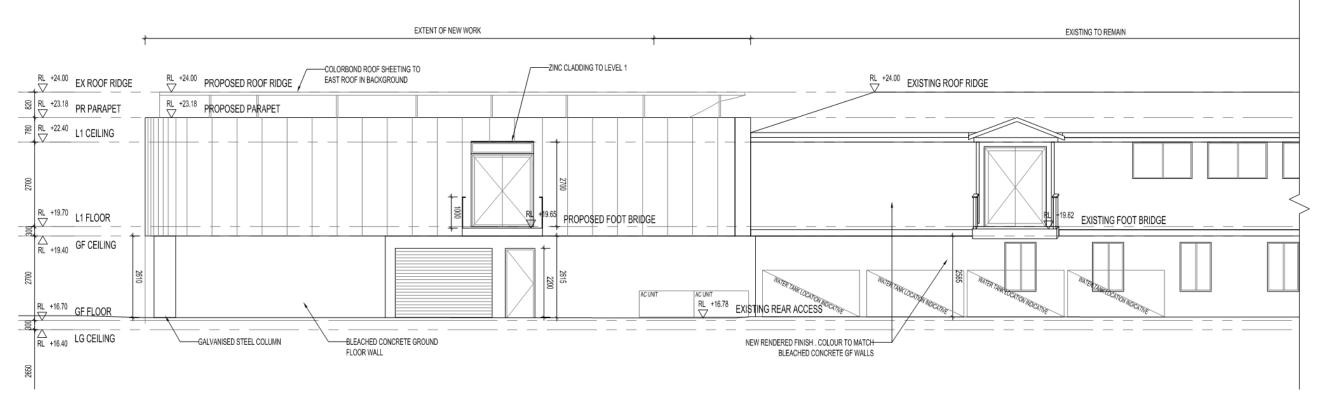


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WEST ELEVATION 1:200@A3



WEST ELEVATION DETAIL- EXTENT OF NEW WORK 1:100@A3

Lower Clubhouse Redevelopment Anglesea SLSC SCALE: 1:100/1:200 @A3

DATE: NOVEMBER 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-DD-07 (RevA)

PROPOSED WEST ELEVATION ANGLESEA SURF LIFE SAVING CLUB



Michael Carr Architect Pty. Ltd.

Page **233** 

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# SCHEDULE OF EXTERNAL FINISHES



LOWER GF WALL CLADDING: LIMESTONE DIAMOND CUT



LOWER GF KIOSK SREENS, DOORS, L1 SCREENS & SOFFITS: TIMBER PANELLING



GF EXTERNAL WALLS: BLEACHED CONCRETE PANELS



L1 WALL CLADDING: LIGHT SILVER GREY TITANIUM ZINC



ROOFING: COLORBOND PALE EUCALYPT

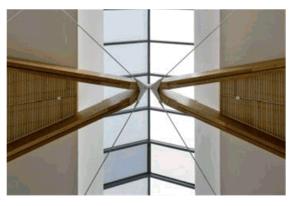


DOOR &WINDOW FRAMES: SILVER GREY ALUMINIUM POWDER COAT

EXTERNAL COLUMNS AND DETAILS: GALVANISED STEEL



BALUSTRADES: CLEAR GLAZED WITH SINGLE ALUMINIUM HANDRAIL



L1 INTERNAL EXPOSED STRUCTURE: TIMBER AND STEEL WITH WHITE PAINT FINISH

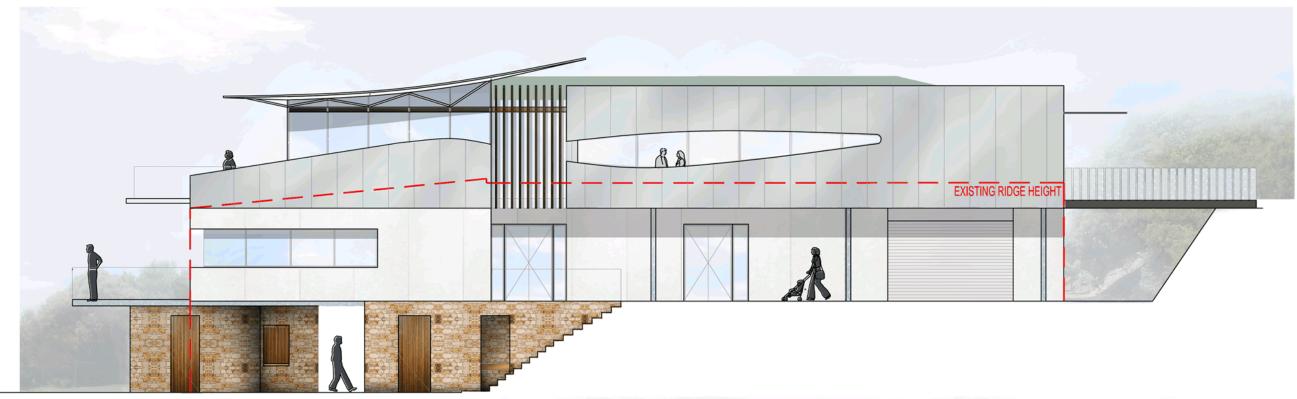
Lower Clubhouse Redevelopment Anglesea SLSC SCALE: N/A DATE: NOVEMBER 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-DD-08

PROPOSED EXTERNAL FINISHES ANGLESEA SURF LIFE SAVING CLUB



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NORTH ELEVATION - COLOURED

1:100@A3



1:100@A3

Lower Clubhouse Redevelopment Anglesea SLSC SCALE: 1:100 @A3 DATE: OCTOBER 2016 PROJECT NUMBER: 09093

DRAWING NUMBER: 09093-DD-10

PROPOSED COLOURED ELEVATIONS ANGLESEA SURF LIFE SAVING CLUB



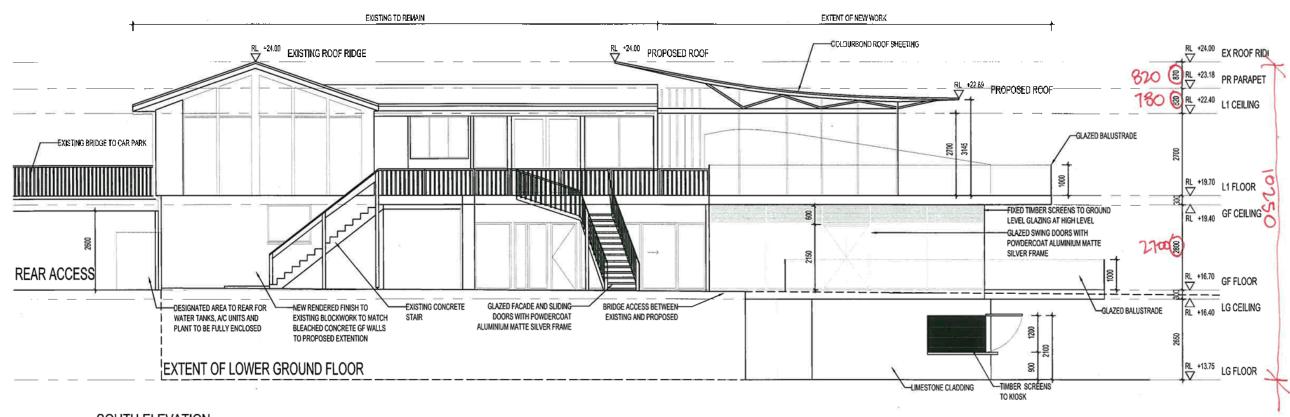
Michael Carr Architect Pty. Ltd.

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UNLESS OTHERWISE AGREED THIS DRAWING REMAINS THE

2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 7 17/0071 - LODGEMENT - ELEVATIONS - 100 AND 120 GREAT OCEAN ROAD, ANGLESEA



SOUTH ELEVATION

1:100@A3

RHINO MODEL LOORDINATED IN VEVELS.

BELATIVE LEVELS LORRELT.

DIMENSIONS INLORRELT.

Lower Clubhouse Redevelopment
Anglesea SLSC

Arighesed SLSC SCALE: 1:103 @A3 DATE: NOVEMBER: 2016 PROJECT NUMBER: 09093 DRAWING NUMBER: 09093-DD-06 PROPOSED SOUTH ELEVATION ANGLESEA SURF LIFE SAVING CLUB



Michael Carr Architect Phy. Ltd.

98 Tope Street, South Melbourne 32 Pn 03 9645 5635 Fax 33 9696 4084 £mad admin@mcarchileol.com.au

UNLESS OTHERWISE AGREED THIS CROWNING ROUNDS THE CONDICATE OF RECOMMEND CASE ASSESSED TO THE 2.2 Planning Permit Application 17/0071 - Redevelopment of Anglesea Surf Lifesaving Club - 100 Great Ocean Road, Anglesea

APPENDIX 8 17/0071 - ASSESSMENT - OFFICERS REPORT - ANGLESEA RESIDENTIAL - LIFESAVING CLUB, 100 AND 120 GREAT OCEAN ROAD, ANGLESEA



| ALLOCATED OFFICER | Mich Watt   |
|-------------------|---|
| DATE RECEIVED     | 21-Mar-2017   |
| PROPERTY NUMBER   | 74600   |
| PROPERTY ADDRESS  | Life Saving Club , 100 and 120 Great Ocean Road, Anglesea                         |
| APPLICANT         | Anglesea Surf Life Saving Club  |
| OWNER             | Anglesea Surf Life Saving Club  |
| PROPOSAL          | Building and Works Associated with the Redevelopment of the Surf Life Saving Club |
| ZONE              | Public Park and Recreation Zone   |
| OVERLAY/S         | Nil   |



Planning Application No: 17/0071

#### **PROPOSAL**

The application seeks approval to demolish the northern part of the existing Surf Life Saving Club building and to construct a new addition to the building in that location. The location of the building can be seen in the image below, as can the increase in building footprint proposed.

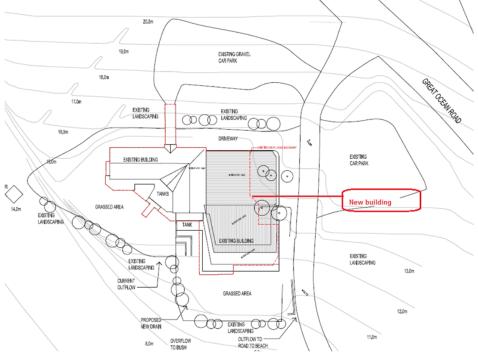


Figure 1- Site plan showing location of new building

The building is three stories in scale and is designed to be 3.6 metres higher than the existing building located on the land. It is no higher than the part of the building which is to be retained. The building can be seen in the images below.



Figure 2 – East elevation which shows existing building and height of the existing building to be demolished



Planning Application No: 17/0071



Figure 3 - North elevation which shows existing building and height of the existing building to be demolished

The new building is designed to include the following:

#### Lower ground level

- · Storage area;
- · Change rooms and toilets;
- Garaging for patrol vehicle;
- Wash down area;
- · Office and shop area;
- Lift

A new stairwell will be created to connect the lower ground level to the ground level. Terraced areas will also be established to the north of the building, with shade sails over.

#### Ground level

- · Reception and admin area;
- Training room;
- · Patient and first aid rooms;
- · Trailer and patrol vehicle store;
- Deck areas which are oriented to overlook the beach.

A bridge will be established to connect the new building with the existing building.

#### First floor

- Deck areas which are oriented to overlook the beach;
- Training rooms;
- Toilets:
- Kitchen, bar and storage areas;
- · A new entry point from the west, via a bridge

A range of building materials are proposed to be used in the construction of the building including: diamond cut limestone, timber panelling, bleached concrete panels, light silver grey titanium zinc and eucalypt colorbond roofing.

The Club has advised that the facilities on the upper level will provide the opportunity for community usage, which is consistent with the Crown Lease under which the Club operates.

Vegetation to the north of the building, within two patches, will be cut back and/ or removed as follows:

- Western Patch One Tuart Eucalytus gomphocephala and two non-indigenous eucalypts, along with two small Boobialla Myoporum insulare and one small Seaberry Saltbush Rhagodia candolleana;
- Eastern Patch Planted non-indigenous Yellow Gum Eucalyptus leucoxylon over scattered native and indigenous plants including: boobialla, seaberry saltbush, black anther flax lily, bidgee-widgee and bower spinach. Introduced species include: mirror bush, cocksfoot, karo, gazinia and sow thistle.

The vegetation can be seen in the photograph below.



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Photo 1 – Vegetation to be impacted by construction

The vegetation removal does not require planning permission as the vegetation is planted within modified landscape areas.

#### SITE AND SURROUNDING AREA

The site can be seen in the aerial image below.



Figure 4 – Aerial Image – Site and Surrounding Area

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The site is located on the south east side of the Great Ocean Road, opposite the intersection of Murray Street and Harvey Street. The site is currently developed and used as a surf lifesaving club, with the existing facility comprising two double storey buildings and a patrol tower. The buildings are setback around 35 metres from the cliff edge, while the tower is sited much closer to the cliff edge.



Photo 2 - Existing Development

The facility currently comprises:

#### Lower ground

- · Gear patrol/ equipment storage;
- Change rooms; toilets and external showers. The toilets adjacent to the shade sails and the external showers will be available for use by the public;
- Nipper board storage;
- · Other storage rooms.

#### Ground level

- Ski board store;
- Surf board store;
- · Patrol member's kitchen;
- Club shop;
- Training room;
- Two offices;
- First aid room;
- Deck area overlooking the beach;
- Two dormitories with bathrooms;
- A gym.

#### First floor

- General purpose meeting room;
- Kitchen;
- Bar;
- Committee room;
- · Deck areas overlooking the beach;
- Entry via a ramp from the west.

It is understood that the north building was constructed by volunteer labour in the early 1960s and has been extensively modified since that time. The original building suffers from severe weathering and corrosion. It has been determined that the building has reached the end of its life cycle and needs to be replaced.

Currently, rooms within the Club are leased to a range of community groups at a nominal cost to cover cleaning and power. In the past, the users have primarily been government, community groups and schools. Over the peak surf lifesaving period, the facility is wholly used by the club and no spaces are used by other groups.

Two small car parking areas are provided adjacent to the building, accessible from the Great Ocean Road.

Dwellings have been developed along Harvey Street and Murray Street, as well as along the Great Ocean Road to the north and north east of the site.



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#### Relevant History and Background

#### Past permits:

| Application No. | Proposal                                    | Decision  |
|-----------------|---|-----------|
| 14/0472         | Redevelopment of Surf Life Saving Buildings | Withdrawn |

#### **Registered Restrictions**

Under Section 61(4) of the *Planning & Environment Act 1987* the Responsible Authority must not issue a planning permit that would result in a breach of a registered restriction. The subject land is not affected by registered restrictions.

#### **CULTURAL HERITAGE MANAGEMENT PLAN (CHMP)**

The Aboriginal Heritage Regulations 2007 specify the circumstances in which a Cultural Heritage Management Plan is required for an activity or class of activity. Part 2 - Division 2 of the Aboriginal Heritage Regulations 2007 specifies exempt activities which do not require a Cultural Heritage Management Plan. The site is located within a lease area which has been subject to significant ground disturbance such that a CHMP is not required. An officer from the Office of Aboriginal Affairs Victoria has confirmed that a CHMP is not required.

#### **REFERRALS**

The following external referrals were undertaken:

| Referral Authority | Type of Referral | Advice/ Comments/ Conditions   |
|--------------------|------------------|--|
| VicRoads           | Section 52       | No objection, no conditions.   |
|                    |                  | A previous referral response from VicRoads for Planning Permit Application 14/0472 indicated that a pedestrian refuge and appropriate street lighting should be installed.   |
|                    |                  | The Planning Officer has clarified that this condition has not been applied to the current Planning Permit Application as VicRoads intends to install the pedestrian refuge. |

The following internal referrals were undertaken:

| Department     | Advice/ Comments/ Conditions  |  |
|----------------|---|--|
| Infrastructure | Further detail is required around storm water management.                 |  |
|                | Note: A permit condition within the recommendation deals with this issue. |  |

| Department           | Advice/ Comments/ Conditions   |
|----------------------|--|
| Environmental Health | Approvals are required under the Heath Act.  |
|                      | Provision must be made on the land for the storage of garbage.                     |
|                      | The premises must be registered as prescribed accommodation.                       |
|                      | Recommendation for conditions around the Public Health and Wellbeing Act and noise |
|                      | control.   |

| Department            |          | Advice/ Comments/ Conditions   |  |
|-----------------------|----------|--|--|
| Recreation a<br>Space | and Open | Council's Recreation and Open Space Planning Department supports the Anglesea Surf Life Saving Club upgrade project. We are pleased with the provision of community access to the facility, particularly as recently redeveloped Surf Life Saving Club facilities at Lorne and Fairhaven demonstrate that contemporary designed facilities sufficient in size to accommodate a range of multi-use community activities facilitate higher community participation levels. |  |
|                       |          | The design is generally consistent with the Surf Life Saving Clubhouses of the Future Guidelines ensuring that the Club can continue to operate effectively and efficiently  |  |



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from the site. However, it should be noted that Life Saving Victoria are currently updating these guidelines to accommodate more contemporary clubhouse design principles.

In August 2015 Council endorsed the Surf Coast Shire Community Building Study. The study identified that providing accessible community buildings is an effective contribution Council can make to achieving connected communities and facilitating participation. The Anglesea Surf Life Saving Club was excluded from the study as it was not located on Council owned or managed land, however the key findings from the study support the club's rationale for expansion:

- The community plays an important and valued role in the management and operations of community buildings.
- Community buildings serve an important role in community connection around community participation and service provision.
- Community buildings bring economic benefits to those who use them to run their business activities.
- An important role of community buildings is to support and facilitate participation. The use audit revealed that community buildings are a place to experience health and wellbeing; exercise; relax; be creative; do business; welcome visitors; learn; support volunteers; connect and celebrate.

Key statistics from the 2016/17 summer season as provided by Life Saving Victoria further support the development of a larger facility to ensure the continued provision of high quality lifesaving services for the Anglesea beach and surrounds:

- 38% increase in beach attendance.
- 59% increase in preventative actions.
- 34% increase in minor first aid cases.
- 7% increase in rescues.

Pursuant to Section 61(3)(a) of the *Planning and Environment Act 1987* Council must not decide to grant a permit to use or develop coastal Crown Land within the meaning of the Coastal Management Act unless the Minister administering that Act has consented under that Act to the use and development.

<u>DELWP</u> have issued Coastal Management Act Consent for the use and development of Coastal Crown Land. The consent was issued on 17 February 2017 and expires within two years of the date of issue unless an extension of time is applied for and granted by the Minister. The consent also expires if works are not completed within three years of the date of issue unless an extension is granted by the Minister.

A letter from <u>Life Saving Victoria</u> confirms that the club has been successful in accessing State Government funding for the redevelopment. Life Saving Victoria has advised that the State Government funding decision was based on a proposal (business case) submitted to the Government's Expenditure Review Sub-Committee and developed by LSV in partnership with Emergency Management Victoria. The business case validated the need for club redevelopment.

A letter from the <u>Great Ocean Road Coast Committee</u> consents to the application for permit being made and to the proposed development.

#### PUBLIC NOTICE

In accordance with Section 52 of the Planning and Environment Act 1987, public notice of the application was carried out in the following manner:

- Two signs were placed on the site;
- Notices were sent to property owners and occupiers along the Great Ocean Road;
- A notice was placed in the newspaper.

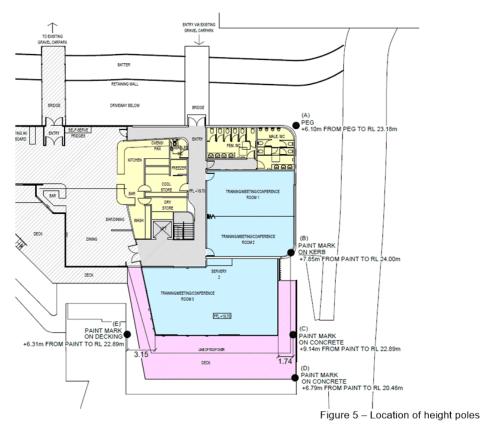
At the time of writing this report, a total of eleven submissions have been lodged with Council. Ten of the submissions are objections to the application, while a submission in support of the proposal was also received.

A number of the objections raised concerns about the bulk and scale of the development. As a result, height poles were erected to provide an indication of the size of the development. The height poles were erected in the



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following locations:



Photographs of the height poles, taken by Council Officers, are included below.

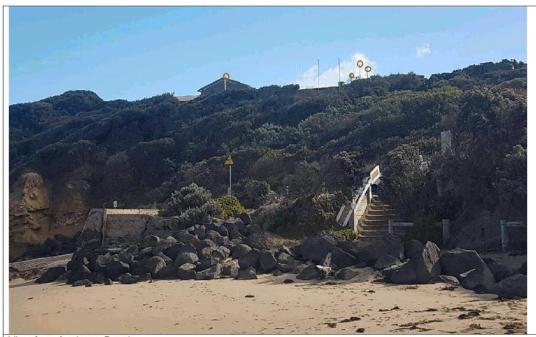






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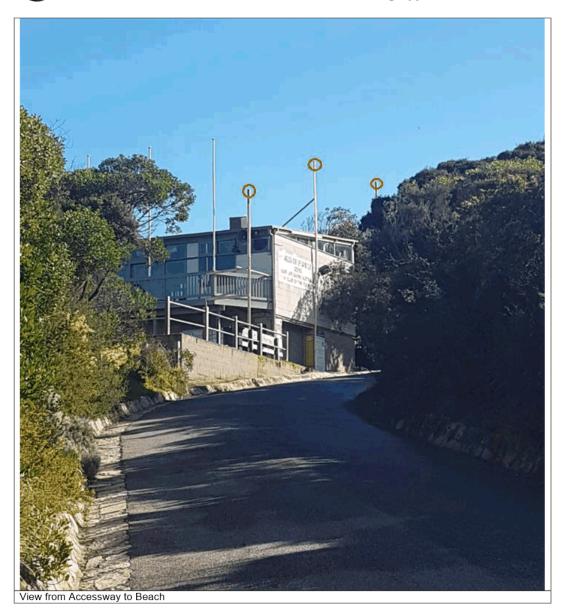
View from Intersection of Harvey Street and Great Ocean Road, Anglesea







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Planning Officers also visited the Art Deco Lookout which is accessed via Harvey Street and the lookout to the south of the Club on the Great Ocean Road. The building is not visible from either location.

The building will be visible when driving down the Great Ocean Road from Aireys Inlet into Anglesea, however it is not a dominant element in this view and doesn't compromise the views of the beach and the cliffs at Point Addis when viewed from this road.

The following montages were submitted as part of the application:



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Proposed View from Great Ocean Road





Existing view from Beach

Proposed View from Beach

#### AMENDMENT TO APPLICATION AFTER NOTICE

The application was not amended prior to or after notice.

#### **OBJECTIONS**

The concerns of objectors are summarised below:

- Bulk and height of the north eastern corner of the proposed building;
- Removal of trees from the north eastern corner which would expose the bulk and height of the building and
  affect amenity of existing view to the beach;
- No proposal to replant vegetation;
- No proposal for increased car parking;
- An underpass under the Great Ocean Road would be desirable;
- Views from my property would be diminished (29 Harvey Street);
- Impact on privacy of dwelling at 145E Great Ocean Road;
- The third level of the building appears to be a social space for out of town members;
- The removal of the toilet block is concerning;
- The new building will negatively impact on the informal character and amenity of our small coastal town.

#### PLANNING SCHEME PROVISIONS

#### Classification of Use

The correct classification of the use has previously been considered by the Victorian Civil and Administrative Tribunal (VCAT). VCAT in *Selby-Hele & Ors v Bass Coast SC* [2006] VCAT 2656, in relation to the redevelopment of the Inverloch Surf Life Saving Club made the following comments:

- "18. There was some conjecture about the proper categorisation of the use given that it involves various activities including club rooms used for administrative purposes, training and meetings, storage, accommodation for people attending the club and the kiosk.
- 22. In this case, the scheme allows for "innominate" uses. In my view, it would be inappropriate to describe what is proposed as a series of different uses given the relationship between them; or try to 'shoehorn' what is proposed into one or more of the land uses defined in the scheme when there is no comfortable

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fit

23. The collection of activities proposed can be properly described as a 'Surf Life Saving Clubhouse', a use that is not defined within the Planning Scheme."

#### Existing Use Rights

Existing use rights are provided for by Clause 63 of the Planning Scheme. There is no contest that the use of the buildings as a Surf Lifesaving Clubhouse has been undertaken on the site for more than 15 years. As such, a permit is required for the development of the land, not the use.

#### Permit Requirements

The site is zoned Public Park and Recreation Zone and is assessed against the provisions of the Surf Coast Planning Scheme as follows:

| Criteria                          | Standard   | Proposal   | Comment                     |
|-----------------------------------|--|--|-----------------------------|
| Clause 36.02-1<br>Use of land     | Existing use rights established  | Continued use of the land as a<br>Surf Life Saving Clubhouse | Permit not required for use |
| Clause 36.02-2 Permit Requirement | A permit is required to construct a building or construct or carry out works | Buildings and works  | Permit required             |

#### Particular Provisions

The following particular provisions are considered in respect to this application:

#### Clause 52.06 - Car Parking

Clause 52.06-2 sets out that before the floor area of an existing use is increased the number of car parking spaces required under Clause 52.06-5 must be provided to the satisfaction of the responsible authority. It is important to note that Clause 52.06-5 does not include a car parking requirement for a Surf Life Saving Clubhouse such that there is no formal waiving of car parking required under this permit application.

Clause 52.06-6 requires that where a use of land is not specified in Clause 52.06-5, where the floor area of an existing use is increased car parking must be provided to the satisfaction of the Responsible Authority.

#### Clause 52.17 - Native Vegetation

As noted earlier, the vegetation removal proposed is planted vegetation (and in some cases non-native) and the following exemption for the removal of native vegetation applies:

The native vegetation has been planted or grown as a result of direct seeding for Crop raising, Extensive animal husbandry, aesthetic or amenity purposes, including: agroforestry (the simultaneous and substantial production of forest and other agricultural products from the same land unit), shelter belts, woodlots, street trees, gardens or the like

#### State Planning Policy Framework

The following State policies have been considered with respect to this application:

- Clause 10.04 Integrated decision making;
- Clause 11.07-1 Regional planning;
- Clause 11.09-3 Connected communities;
- Clause 11.09-4 Environmental assets;
- Clause 12.02-1 Protection of coastal areas;
- Clause 12.02-2 Appropriate development of coastal areas;
- Clause 12.02-3 Coastal Crown land;
- Clause 12.02-6 The Great Ocean Road region;
- Clause 13.01-1 Coastal inundation and erosion;
- Clause 15.01-1 Urban design;
- Clause 15.01-2 Urban design principles;
- Clause 15.01-5 Cultural identity and neighbourhood character;
- Clause 15.02-1 Energy and resources efficiency;
- Clause 19.02-3 Cultural facilities.



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#### Local Planning Policy Framework

The MSS is a statement of the key strategic planning, land use and development objectives for the municipality and the strategies and actions for achieving those objectives. The key provisions of the MSS as it relates to this application include:

- Clause 21.01 Profile and Vision
- Clause 21.02 Settlement, Built Environment, Heritage and Housing;
- Clause 21.11

   Anglesea Strategy.

#### Relevant Incorporated and/or Reference Documents

The following relevant documents have been considered during the assessment of this application:

- The Future of Surf Life Saving in Surf Coast Shire, January 2016.
- Clubhouse of the Future Development Guidelines, 2014
- Siting and Design Guidelines for Structures on the Victorian Coast, 1998.

## The Future of Surf Life Saving in Surf Coast Shire

The strategy was a collaboration between five agencies: Surf Coast Shire; Great Ocean Road Coast Committee; the Department of Environment, Land, Water and Planning; the Department of Justice; and Regional Development Victoria.

Through the course of developing the strategy, some key understandings have emerged and are articulated in the strategy as broadly accepted guiding principles as follows:

- Surf lifesaving clubs are central to the culture, experience and community life of Surf Coast Shire.
- As recognised in legislation and supported by the community, surf lifesaving clubs should continue to be located on coastal Crown land, subject to environmental controls including coastal vulnerability.
- The coastal environment of Surf Coast is highly valued by residents and visitors alike, and it must be protected.
- The government agencies, Life Saving Victoria and the clubs are all committed to strong and cooperative relationships to support a well-trained, inclusive and adaptable lifesaving movement.
- The number of surf lifesaving clubs currently developed on coastal Crown land is sufficient, at least up to 2025
- Currently there is not sufficient support for any new club location for this to be actively considered by the
  managing agencies. This position could be re-evaluated at any time approaching the ten year horizon, but
  would require detailed justification on the basis of risk, demographics and community support.
- The emphasis over the next ten years should be on consolidating, resourcing and possibly expanding outpost services with decisions made collaboratively between the agencies, clubs, and Life Saving Victoria, on a risk management basis.
- With the Shire's population forecast to grow from 28,810 in 2015 to 43,763 in 2036, it is anticipated that demand for life saving services will increase in future.
- Government agencies and the clubs agree that Surf Coast clubs do not have the infrastructure or beach environment to support mega-events such as the Australian Surf Life Saving Championships.
- However, many other smaller events such as international, national and state competitions and events such
  as the Lorne Pier to Pub are, and should continue to be supported to the benefit of clubs, local residents
  and visitors.

### A key finding is:

Future works to existing facilities must, as far as practical, be contained within the existing footprint, minimize environmental impact, be environmentally sustainable and responsive to their location.

## Clubhouse of the Future - Development Guidelines

The clubhouse of the future should be developed on the basis of five key initiatives:

- 1. Capacity to cater for the needs of a growing volunteer lifesaving membership. A membership committed to providing the optimum lifesaving service. A membership wanting to participate in the active aspects of the lifesaving movement from the competitive aquatic sports to the more recreational beach appreciation pursuits. A facility that is able to meet the growing expectations of the community and the club membership through increased services, access and parking.
- 2. Have a sense of an open, welcoming environment. This could include the introduction of kiosks and cafés to allow for public interaction not specific to lifesaving matters. Training rooms for members would be fitted out to also cater for community use at times when not being used by lifesavers. Both of these aspects will assist clubs to raise funds for life saving



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purposes and engage with the broader community.

- Aesthetically the clubhouse design will assimilate with its local coastal environment.
   This design will ensure the clubhouse and facilities are a local feature capable of standing up to the rigors associated with its location. Materials used will be leading edge in terms of their sustainability and durability
- Reduction in environmental impacts is a priority.
   From the use of water tanks and solar systems to recycling as appropriate, all new sustainability issues need to be considered.
- 5. The clubhouse will facilitate collaborative community education and schools based programs. In the design features, the clubhouse should include areas that enable education and school groups to utilise the benefits of the space and location to run programs for their students and candidates.

#### Siting and Design Guidelines for Structures on the Victorian Coast

- The form of structures should maintain and enhance the coastal landscape character of the area as expressed in the dominant forms of the surrounding environment.
- The siting and design of development should maintain and enhance the coastal landscape character of the area as expressed in the dominant line or linear relationships found in the surrounding environment.
- The design of structures should maintain and enhance the coastal landscape character of the area as expressed in the dominant colours found in the surrounding environment.
- Structures on coastal public land should not impair existing views to the water and should enrich views to and from the Coast.
- Key views should be maintained and protected from inappropriate development that may reduce or impinge
  on the setting land, views of attractive natural features (such as dunes, the surf, coastal bluffs, outcroppings
  and estuaries) from the nearest public thoroughfare should be protected and public viewing areas provided.
- Key views should be maintained and protected from inappropriate development that may reduce or impinge on the setting
- In major new development on coastal public land, views of attractive natural features (such as dunes, the surf, coastal bluffs, outcroppings and estuaries) from the nearest public thoroughfare should be protected and public viewing areas provided.
- Development (including buildings, fences, paved areas, signs, landscaping) on coastal public land shall not be allowed to significantly block views of the shoreline from key public viewing points such as roads that terminate at the coast, roadside turnoffs, recreation areas and beaches.
- The design of structures, outdoor furniture, signs and utilities within a locality should be visually coordinated. If development occurs on major landscape features such as headlands and ridges, it should be visually screened. Signs should be clear and informative but generally unobtrusive.
- Utility services should be unobtrusive and, wherever possible, underground.
- Landscape design should maintain and enhance the coastal landscape character of the area as expressed by existing landforms, vegetation and materials.
- Landscape development (predominantly through vegetation and grading) should be utilised to visually
  integrate development with the site.
- Landscape development should be utilised to screen inappropriate existing structures.
- Landscape development should be utilised to direct views and maintain amenity.

## OFFICER DIRECT OR INDIRECT INTEREST

No Council officers have any direct or indirect interest in the matter to which this report relates, in accordance with Section 80 (C) of the Local Government Act.

## **DISCUSSION OF KEY ISSUES**

The Anglesea Surf Life Saving Club is one of the biggest lifesaving clubs in Victoria. The Club has indicated that only a small percentage of members live locally. Current growth in Nipper numbers, and overall Club membership, along with the poor state of the northern building has led to the need for the redevelopment of the Club buildings. The Club has a current membership of approximately 2,000 members. The use of the facility peaks in December and January, with a lower level of use in the winter months.

Volunteer beach patrols are provided on weekends and public holidays from the last weekend in November through until Easter Monday. The clubhouse is also the base for lifeguards who provide lifesaving services at Anglesea and Point Roadknight from Monday to Friday during December and January. The Club also provides an incident response service to out of hours incidents from Point Addis to Urquharts Bluff in conjunction with Life Saving Victoria and Fairhaven SLSC.

The application has been supported by DELWP and GORCC, with DELWP supporting the application by issuing a Coastal Management Act Consent for the development. The approval was issued under the Coastal Management Act 1995, with the objectives of this Act being:

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- to plan for and manage the use of Victoria's coastal resources on a sustainable basis for recreation, conservation, tourism, commerce and similar uses in appropriate areas;
- (b) to protect and maintain areas of environmental significance on the coast including its ecological, geomorphological, geological, cultural and landscape features;
- (c) to facilitate the development of a range of facilities for improved recreation and tourism;
- (d) to maintain and improve coastal water quality;
- (e) to improve public awareness and understanding of the coast and to involve the public in coastal planning and management.

It is understood that the Club has entered into a licence and lease under Section 17D of the Crown Lands (Reserves) Act 1987 with the land manager (Great Ocean Road Coastal Committee) for the area on which the clubhouse is located. The term of the licence and lease is for 21 years, commencing 1 January 2014. The lease sets out, in relation to community use, that:

- The club shall allow various 'not for profit' community groups to meet and hold functions, from time to time, at the club, providing these do not in any way interfere with the Club's own functions of lifesaving duties and general operations.
- Community access fees shall be a nominal charge to cover building cleaning and preparation for the event.
- The club agrees that during the term of the Crown Lease, the Club will allow the use of the building erected upon the propose Crown Lease area by community groups subject only to the requirements of the Club for purposes of surf club and associated activities.

The application has been assessed as follows

#### Zone

The subject site is located within the Public Park and Recreation Zone (PPRZ). The purpose of the zone is:

- To recognise areas for public recreation and open space;
- · To protect and conserve areas of significance where appropriate;
- To provide for commercial uses where appropriate.

The decision guidelines of the zone have been assessed as follows:

- . The application is consistent with the planning policy framework as can be seen below.
- The Public Land Manager (GORCC) supports the application and Coastal Management Act Consent has been issued by DELWP:
- The development is appropriately located within an area which is already used by the Club and is
  designed to be similar in height to the existing building. Important view sheds have been considered.

It is considered that the development is consistent with the purpose and decision guidelines of the zone.

#### New Building

The new building is designed to fit within the lease area, while allowing for a building which responds to the needs of the Club, now and into the future. The building is also designed to provide for new public toilets, which will improve public amenities in the vicinity of the Club.

The building is designed to be a similar height to the building being retained, but is a more contemporary design. Generally the materials which have been selected are responsive to the coastal context; however a permit condition requires that an alternative to the Light Silver Grey Titanium Zinc be selected.

A key issue for consideration is the visual impact of the building. The building will be larger than the existing building, but the eastern elevation which overlooks the beach has been designed to have a lightweight appearance with significant levels of glazing to this elevation and through the use of glazed balustrading.

The new building is located so that the expansive views available when driving along the Great Ocean Road will be maintained, and the view of the beach, extending to the cliffs of Point Addis will continue to be available. This is a landmark view which is appreciated by those who travel along the Great Ocean Road. The erection of height poles has provided certainty around this issue. The height pole photographs included at Figure 5 demonstrate that the building will be more visible than the building it is replacing, but it is not considered to be a dominant element in the landscape.



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The new building has regard to the landscape setting in which it is located and is designed to ensure that only non-significant vegetation is removed to accommodate it.

The public access path to the beach is not impacted by the development and it is designed to provide for the passive surveillance of the access track, as well as car parking areas and the beach, which can enhance the safety of users. Public toilets and showers are located for convenience of access by beach users, while the small kiosk adds to the amenity of the beach. The public toilets will be operated by Great Ocean Road Coastal Committee, rather than the Club.

The siting and orientation of the building ensures that public spaces are not overshadowed, while access to passive northern sunlight is achieved through the use of glazing along the northern elevation. Permit conditions will ensure that there is no roof plant added to the building.

The above principles are designed to respond to Clause 15.01-2 – Urban Design Principles and Clause 15.01-5 – Cultural Identity and Neighbourhood Character, providing for a development which will contribute to the character of the area and enhance the public realm.

In summary, it is considered that the new building:

- Is responsive to its setting;
- Allows the landscaped setting surrounding the site to be maintained, confining the new building to the
  modified area which has historically been used by the Club;
- Is designed to provide for a contemporary addition to the building, which is appropriate in a coastal context;
- Provides for important public use facilities such as toilets and external showers;
- Is sited to ensure that important view sheds to landscape features such as the Point Addis cliffs are not compromised:
- Is designed to ensure that the Anglesea Surf Life Saving Club can continue to operate effectively and
  efficiently from the land;
- Ensures that passive surveillance is provided over the beach, car parking and beach access areas;
- Does not compromise views of the beach from nearby dwellings;
- Generally uses appropriate materials for its construction, although a permit condition requires an alternate material to Titanium Zinc to be selected.

It is important to recognise the function of the building. Surf Life Saving Club buildings are expected within the coastal landscape of Victoria, and minimising their visual impact is important, but must be balanced against the functionality of the building and how best these facilities can service the community. The granting of Coastal Management Act Consent for the development indicates that the State Government thinks the development is appropriate in light of the objectives of the Coastal Management Act 1995 and the Victorian Coastal Strategy.

## Planning Policy

Key themes which emerge from the planning policy framework are: cultural/ social, landscape, environmental, built form and public access.

Planning policy encourages connected communities which have the necessary recreational facilities and social infrastructure to foster interaction and allow residents to participate within their local community. The redevelopment and enhancement of the lifesaving club assists in achieving this aim, while providing the potential for meeting rooms to be used for broader community uses.

The building is sited to recognise the value of coastal areas to the community and the new works are confined to an area which is already used by the Club. This outcome ensures that there is no impact on the significant Coastal Headland Scrub vegetation which surrounds the site, which includes Moonah, Seaberry Saltbush, Sea Box, Boobialla, Prickly Moses, Bower Spinach, Coastal Beard-heath, Coast Sword-sedge and Coast Wattle Acacia. The vegetation loss associated with the development is minimal and is restricted to planted vegetation which can be removed without the need for a Planning Permit.

Risks from coastal hazard have been assessed in detail in the Coastal Hazard Vulnerability Assessment which was submitted with the application. The report concludes that:

 The seaward side of the clubhouse is setback some 35 metres from the cliff edge or top of the dune at Anglesea. The land levels are +10 metres AHD or greater over the building site. Bluestone and rubble rock seawalls protect the site from the south and provide adequate protection from erosion for present day sea levels.



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- Storm water drainage presently is directed over the existing cliff creating a potential source of erosion from the cliff. All storm water is to be directed away from the cliff and down the sealed road to the beach as part of the clubhouse upgrade:
- Existing land levels are well above any storm water level through and beyond the Year 2100, for which the storm tide level is 2.74 metres AHD. Consequently there is no risk from flooding.
- By 2040, the combined effects of future climate change (including predicted sea level rise and increased 'storminess') mean that the occurrence of a 100 year return period storm is likely to result in some damage to seawalls and erosion of the dune by tens of metres is remedial works are not carried out.
- Whilst this damage may not impact directly on the ASLSC clubhouse, it would make access to the beach unsafe and unsightly.
- It is important that the condition of the cliff, seawalls and dune are monitored so that remedial works can be planned well in advance of the failure of structures and a subsequent loss of foreshore infrastructure

The Club redevelopment is considered to be responsive to the objective to manage the sustainable development of the Great Ocean Road region. The development is considered to be responsive to the landscape values of the area and an assessment of the visual impact of the proposal reveals that the important views available of the Anglesea Beach and towards the cliffs of Point Addis are maintained, when driving into Anglesea from Aireys Inlet along the Great Ocean Road.

The development is designed to provide glazing to the northern elevation of the building, promoting the use of passive solar energy

The building design and materials are responsive to the coastal setting of the clubhouse and respond positively to the coastal landscape character of Anglesea as encouraged by Clause 21.11 - Anglesea. This policy also seeks to ensure that the appropriate range of community and recreation facilities is provided to meet the needs of the current and future population and to encourage inclusion and participation. The Anglesea SLSC provides an important role in this regard, and the lifesaving services provided from the facility ensures that the community can safely enjoy the beach.

The Anglesea Structure Plan 2012 does not make specific reference to the surf lifesaving club, but has aspirations of promoting a connected, active local community. It is considered that the Club has an important role to play in this area.

The Structure Plan recognises that there is high demand for car parking at the Surf Life Saving Club during peak holiday periods. The Structure Plan notes that the level of car parking available is adequate for most of the year and providing more car parking would not be justified for the short periods it is needed. It does encourage the formalisation of existing car parking areas and as a further action lists investigate options to increase parking capacity at and in the vicinity of the Surf Life Saving Club.

#### Other Relevant Documents

It is noted that The Future of Surf Life Saving In Surf Coast Shire (January 2016) is a document which has been adopted by Council but is not part of the planning scheme either as a reference document or policy. The document can be used to guide the redevelopment, but can't be considered to be mandatory requirements for a planning permit application.

Council's Recreation and Open Space Unit were a key stakeholder in the formulation of the document and have supported the redevelopment stating that it is generally consistent with the Surf Life Saving Clubhouses of the Future Guidelines ensuring that the Club can continue to operate effectively and efficiently from the site.

## Siting and Design Guidelines for Structures on the Victorian Coast

It is considered that the design is responsive to the Siting and Design Guidelines as:

- The new works are confined to an area which has already been disturbed and used by the Club such that there is no loss of any significant vegetation;
- The new building is a contemporary design, with a predominantly glazed northern elevation;
- A permit condition requires an alternative to Titanium Zinc to be selected, to better blend with the natural environment, the remainder of the materials selected are low maintenance and responsive to the natural tones seen in the area;
- DELWP have supported the development of public land:
- The development doesn't impact on any key views;
- The development doesn't change the ability for the public to access the beach;
- An improved stormwater management outcome will be achieved as a result of the approval of the new building, with permit conditions requiring a different solution to that which is currently in place;

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- The consolidation of the toilet facilities within the building allows the separate building to be demolished and revegetated, which limits the impact of buildings on the coastal dune;
- A Coastal Hazard Vulnerability Assessment has been undertaken in conjunction with a Geotechnical
  Assessment to ensure that the redevelopment would not impact on cliff stability and coastal erosion. The
  reports consider the viability of the existing tower and require a monitoring program for the tower. It is
  understood that the Club have accepted the recommendations of the report, permit conditions do not
  address the tower issue as it is an existing condition and not part of the application before Council;
- The Guidelines are focussed on ensuring that coastal crown land is not used unless there is significant
  community benefit and a functional imperative to being on crown land and close to the water. The
  Lifesaving Club facility is justified in being on coastal crown land given its function and its contribution
  toward ensuring a safe beach for users.

#### Car Parking

Issues of car parking are difficult. There is an existing car parking problem during peak periods which will not be exacerbated or improved as a result of this application.

The ability for new car parking to be provided proximal to the Club is constrained by the presence of significant vegetation. Approval of this application will not impact on the ability for car parking to be further considered via separate projects and it is noted that the Structure Plan has as an action to *investigate options to increase parking capacity at and in the vicinity of the Surf Life Saving Club.* The *Future of Surf Life Saving in Surf Coast Shire* document suggests that park and ride schemes might be able to address the car parking demand during peak periods. These issues need to be considered in detail by the relevant agencies.

It is noted that the redevelopment of the building is not designed specifically to attract new members, but rather to provide adequately for the existing needs of the Club. To this end, it cannot be suggested that there would be an increased demand for car parking arising from the approval of the development, ie the existing situation will not be made worse.

As noted earlier in this report, there is no specific car parking requirement within Clause 52.06-5 for a Surf Life Saving Clubhouse. A Car Parking Assessment was submitted with the application detailing that 38 car parking spaces are provided in the immediate vicinity of the Club. A public car parking area is located to the east of the Club and provide for approximately 183 spaces. The Assessment reaches a similar conclusion to the Structure Plan, noting that the car parking facilities are generally underutilised throughout the majority of the year, but are used to capacity over the peak summer period.

The assessment notes that car parking demand is driven largely by the nature of the patrolled beach and the desire for people to swim at a safe patrolled beach. The capacity of the beach will not be altered by the application and the building is designed to better provide for the needs of its members, such that a change to car parking demand is not expected even though there will be a larger building on the land.

## Restrictions on Use

The Club has advised that rooms within the existing building are leased to a range of community groups at a nominal cost to cover cleaning and power. In the past, the users have primarily been government, community groups and schools. Over the peak surf lifesaving period, the facility is wholly used by the club and no spaces are used by other groups.

The Club have confirmed that there is no intention to lease out meeting rooms for commercial gain, nor is there any intention to hold conferences or similar events, as the club is not set up with the personnel or facilities to cater for these activities.

The restaurant/café which operates from the site has 680 seats inside for dining plus 30 seats for bar/drinking only, and can accommodate 120 patrons as per its existing liquor licence. The area available to be leased to the café will increase as a result of the relocation of toilet facilities and changes to the bar and kitchen layout.

It is appropriate to include some restrictions on the use of the building, even though this is an application under existing use rights, given that there will be a substantial increase in the size of the building, including an increase in floor area for the restaurant, which could potentially change the way the building is used. VCAT case history, including in Motorcycling Australia v Surf Coast SC [2013] VCAT1388 (14 August 2013), allows for such an outcome.

Permit conditions within the recommendation restrict the use of the facility within the peak season to the Surf Lifesaving Club and also restrict the internal capacity of the café/restaurant to align with the current operation. The deck area is not changing such that there is no need to have conditions on this part of the restaurant.



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#### Objections

The concerns of objectors are commented on as follows.

### Bulk and height of the building

This issue has been discussed earlier in the report. In summary, the new building is larger than the existing building and will be visible from the beach and the Great Ocean Road. The building will not impact on key views and while visible in the landscape, it is not unreasonable to expect this would be the case with a Surf Lifesaving Club building.

## Removal of vegetation which will expose the building

As noted earlier in the report, the vegetation which will be removed is exempt from requiring planning approval. Therefore, the vegetation could be removed at any time.

#### No proposal to replant vegetation

There is no room to replant vegetation, but it is noted that the building is located in a vegetated setting and this will continue

### No proposal for increased car parking

This issue has been discussed earlier in the report.

## An underpass under the Great Ocean Road would be desirable

VicRoads have not required the construction of an underpass. VicRoads have advised that a traffic island within the Great Ocean Road road reserve, adjacent to the site, will be constructed to assist in ensuring the safety of those using the beach and crossing the Great Ocean Road.

### Views from my property would be diminished (29 Harvey Street)

A photo was taken from ground level in the road reserve in front of the property at 29 Harvey Street (below) and the height poles were not visible from this location. It is not considered that the development compromises the available views from this property.



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Impact on privacy of dwelling at 145E Great Ocean Road

The location of the objector's property relevant to the Surf Life Saving Club can be seen in the image below. Although the requirements of ResCode do not apply to this application, it is considered that the overlooking standard within ResCode provides a reasonable expectation in relation to overlooking/privacy. ResCode seeks to limit views within a 9 metre arc to limit views into secluded private open space areas and habitable room windows.

The property at 145E Great Ocean Road is located more than nine metres away from the new building, on the other side of the Great Ocean Road such that any overlooking of this property is considered reasonable.



Figure 5 - Map Showing Location of Club and 145E Great Ocean Road, Anglesea

The third level of the building appears to be a social space for out of town members

The third level is not designed to accommodate the needs of out of town members, but to deliver the floor space required to allow the Club to operate effectively from the land.

The Club has noted that many of its Nippers are from out of town. The Associate Members, who are also often from out of town, are generally associated with the Nippers. The Nipper program is an integral part of the Club's community involvement and while only a small percentage of Nippers continue on as long term club members, the skills learnt as part of the program provide a significant benefit to those who participate in the program.

## The removal of the toilet block is concerning

The new building contains public toilet facilities and will be managed by GORCC. As such, public toilet facilities will continue to be available for beach users.

The new building will negatively impact on the informal character and amenity of our small coastal town. The new building is a contemporary style of building, with a lightweight appearance when viewed from the beach due to the extensive use of glazing. The building design has been managed such that it is located within an area of the site already used by the Club and already highly modified. The vegetated setting, apart from the non-significant vegetation, which is to be removed will continue.

Like much of the development which has been undertaken in Anglesea, it is considered that the development will be located within a vegetated setting. This is a key feature of the township.

It proposes a development in a coastal hazardous areas as this cliff area has a significant history of erosion which included lookout tower almost falling off the cliff. Storm water along the Great Ocean Road is discharged into this area (unmanaged) and is causing cliff erosion. Cliff collapse, coastal erosion and drainage need to be considered are important at this location.

A Coastal Hazard Vulnerability Assessment has been undertaken and it makes recommendation to improve the drainage outcomes for the site in order to ensure that the cliff is not eroded by stormwater discharge. A permit condition addresses this issue.

A Geotechnical Assessment of the redevelopment has also been undertaken. The report concludes:



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- Stability analysis indicates that the existing and/or proposed development associated with the Surf Lifesaving Club's buildings do not have any significant impact on cliff stability;
- Management of surface flows at the site is considered to be a very important issue as it has the potential
  to contribute to erosion and cliff edge stability;
- A preliminary risk assessment estimated risk levels due to the buildings associated with the redevelopment as being low to moderate and as such, are considered acceptable;
- Risk levels associated with construction activities on filled areas to the east of the existing facilities were
  considered moderate to high and are considered not tolerable to unacceptable. A permit condition is
  included which addresses the construction phase requires the restriction of materials storage, temporary
  buildings and non essential vehicle traffic on the eastern side of the building;
- The report identifies issues associated with the existing tower building, but these are outside the scope of this planning permit application;
- · An inspection regime is recommended for all of the Club's assets, the cliffs and the blue stone wall.

The objector has not provided any new information which would indicate that the approval of this application would compromise cliff stability or coastal erosion.

The ecological impact cannot be overstated. The proposal seeks to remove even more threatened habitat and sever the corridor that runs the length of the coast.

The application does not seek to remove any significant vegetation. The removal of two patches of planted vegetation is proposed and this vegetation removal is exempt from requiring planning approval and could in fact, be undertaken at any time.

The building is located in an already modified area and it is not considered that there would be a change in habitat corridors as a result of approving the application.

The application is Inconsistent with the Siting and Design Guidelines for Structures on the Victorian Coast as the design will have a detrimental impact on the coastal landscape which should be maintained and enhanced. As detailed earlier in the report, it is considered that the redevelopment provides an acceptable outcome in terms of the Guidelines. It is noted that the development has been supported by DELWP through the issue of Coastal Management Act Consent, which requires an assessment against the Victorian Coastal Strategy.

The existing vehicle access to the club is already hazardous particularly for vehicles turning north against the traffic. Increasing the use will only increase this traffic hazard.

While the redevelopment results in a larger building and increases in floor area, it is not considered that the redevelopment will increase traffic using the vehicle access point into the Club. It is noted that a limited number of car parking spaces are provided via the access and these are not proposed to be increased.

## Net Community Benefit

Council's assessment of this application requires consideration of net community benefit. It is considered that new community benefit is realised as:

- The development of clubrooms which meet the requirements of the Club will assist the Club in providing
  efficient and effective lifesaving services from the land, enhancing the safe use of the beach, and nearby
  beaches for the community:
- The popularity of the beach could could in part be attributed to the knowledge that the beach is patrolled and life guards are available to provide assistance;
- The redevelopment includes public toilet facilities which improve the standard of these facilities available for use by the community and beach goers;
- The core function of the Club is to provide surf lifesaving services. These services cover a broad range of operations, including patrol, rescue, education and training. The services are not provided to any select group, but rather to the boarder community, delivering enormous community benefit;
- The perceived detrimental impacts of the redevelopment, which generally relate to the form and scale of the building, loss of non-significant vegetation, changes in outlook and lack of additional car parking, are outweighed by the net community benefit derived from an efficient and effective surf lifesaving club.

#### CONCLUSION

It is recommended that a Notice of Decision to Grant a Planning Permit be issued for the Building and Works Associated with the Redevelopment of the Surf Life Saving Club subject to the conditions contained within the recommendation.



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Author's Title: Coordinator Statutory Planning

## 2.3 Planning Application 17/0258 - 48 The Esplanade, Torquay - Use and Development of a Tavern with On Premises Liquor Licence and Associated Waiving of Car Parking and Loading Bay

General Manager: Pances Salan

| Division: Environment & Development Trim No: IC17/1153  Appendix:  1. Planning Application 17/0258 - Officers Report (D17/118643)  Officer Direct or Indirect Conflict of Interest: Status:  In accordance with Local Government Act 1989 — Information classified confidential in accordance with             | Author 5 Title.                 | Coordinator Statutory Flaming           | General Manager. | Natione Salari |
|--|---------------------------------|---|------------------|----------------|
| Appendix:  1. Planning Application 17/0258 - Officers Report (D17/118643)  Officer Direct or Indirect Conflict of Interest:  In accordance with Local Government Act 1989 – Section 80C:  Yes  No  Yes  No  No  No   | Department:                     | Planning & Development                  | File No:         | 17/0258        |
| 1. Planning Application 17/0258 - Officers Report (D17/118643)  Officer Direct or Indirect Conflict of Interest:  In accordance with Local Government Act 1989 – Section 80C:  Status:  Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):  Yes  No  Yes  No | Division:                       | Environment & Development               | Trim No:         | IC17/1153      |
| Officer Direct or Indirect Conflict of Interest:  In accordance with Local Government Act 1989 – Section 80C:  Status:  Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):  Yes  No  Yes  No   | Appendix:                       |   |                  |                |
| In accordance with Local Government Act 1989 – Section 80C:  Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c):  Yes  No  Yes  No  | 1. Planning A                   | pplication 17/0258 - Officers Report (D | 017/118643)      |                |
| Section 80C:  Local Government Act 1989 – Section 77(2)(c):  Yes  No  Yes  No  | Officer Direct of               | or Indirect Conflict of Interest:       | Status:          |                |
| — ··· — ··· — ···  | In accordance w<br>Section 80C: | vith Local Government Act 1989 –        |                  |                |
| Reason: NII Reason: NII  |                                 | ⊠ No                                    |                  | No             |
|  | Reason: NII                     |   | Keason: INII     |                |

### **Purpose**

The purpose of this report is to determine Planning Permit Application 17/0258 for the use and development of the land for a tavern with on premises licence and waive the car parking requirements and loading bay requirements at 48 The Esplanade, Torquay.

## **Summary**

An application has been received to allow a tavern to operate from the land. A previous Planning Permit was issued to allow a pop-up tavern to operate from the land. This permit expired on 17 April 2017.

The land is zoned Public Park and Recreation Zone and is located on the foreshore at Fisherman's Beach, Torquay. A Planning Permit is required for the use and development of the land, along with the waiving of car parking and loading bay and for an on premises liquor licence.

Coastal Management Act Consent has been issued by the Department of Land, Environment, Water and Planning. The Public Land Manager, GORCC, supports the application.

The application has been referred to Council's Environmental Health Unit and there has not been an objection to the issue of a Planning Permit. A non-statutory referral has been sent to the Victoria Police and at the time of writing a reply had not been received.

Public notification of the application has been undertaken and a total of 16 submissions (as at 26 September 2017) have been lodged with Council. Fourteen of the submissions are objections to the application, while two submissions have been lodged in support of the application, with one of these submissions being a petition which included approximately 1,300 signatures.

Most of the submitters are concerned about the use of public land, amenity related impacts including noise and light, lack of car parking, impact on the public viewing platform and matters which relate to the Building Code.

The application has been assessed and is considered to meet the relevant provisions of the Surf Coast Planning Scheme as set out in the appended Officer's Report. The permit conditions restrict the hours of operation of the tavern to align with daylight savings time and it is considered that this is important in ensuring the link between the use of the land and the public land use, as required by the zone.

It is considered that the pop-up tavern was able to operate effectively from the land, providing economic and tourism related benefits, with the location enabling views of Fisherman's Beach and the surrounding coastline. The officer recommendation includes similar conditions to the previous approval, with changes to hours, patron numbers and the requirement for a noise limiter. It is recommended that Council supports the application.

## Recommendation

That Council having caused notice of Planning Application No. 17/0258 to be given under Section 52 of the *Planning and Environment Act 1987* and having considered all the matters required under Section 60 of the *Planning and Environment Act 1987* decides to Grant a Notice of Decision to Grant a Permit in respect of the land known and described as 48 The Esplanade, Torquay for the Use and Development of the Land for a Tavern with On Premises Licence, Waive the Car Parking Requirements of Clause 52-06-5 and Waive the Loading Requirements of Clause 52.07 in accordance with the endorsed plans, subject to the following conditions:

#### **Endorsed Plans**

1. The use and development as shown on the endorsed plans must not be altered without the written consent of the responsible authority.

#### Hours

- 2. The Tavern may operate only between the following hours:
  - a) 1 October until 1 April 7 days 12pm until 9:30pm.
  - b) 2 April until 30 September Thursday to Sunday 12pm until 6pm.

#### **Patrons**

3. Not more than 150 patrons shall be permitted within the area of the Tavern at any one time.

## **Noise**

- 4. Before the music can be provided on the site an acoustic report, prepared by a qualified acoustic expert, must be submitted to and approved by the Responsible Authority. The report must assess how compliance with State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2, using the 'Indoor Venue' criteria will be achieved, making recommendations, as appropriate, to achieve compliance and reduce the amenity impact on nearby residential properties. The report must also:
  - (a) Consider wind conditions and the impact this will have on nearby residential properties, adopting a limit for music noise which reflects the impact that wind can have on noise transfer;
  - (b) Nominate noise limits for bass noise and music noise which will be controlled by a noise limiter;
  - (c) Nominate speaker locations;
  - (d) Detail the location of the house sound system.

Once approved, the report must be implemented to the satisfaction of the Responsible Authority at all times that music is provided on the Tavern premises.

- 5. All music must be played through the house sound system.
- 6. Before music can be provided on the premises, the permit holder must:
  - (a) Install a sound limiting device ("noise limiter") which limits noise levels in the tavern to comply with the acoustic report endorsed under Condition 4 of this permit;
  - (b) Install the noise limiter in a lockable metal case that is not accessible by another person, other than a qualified acoustic engineer or technician nominated by the Permit Holder and approved by the Responsible Authority;
  - (c) Install the noise limiter to control all sound amplification equipment and associated speakers, including overall noise levels and bass sound limits;

to the satisfaction of the Responsible Authority.

## **Patron Management Plan**

- 7. Prior to the commencement of the permitted use, a Patron Management Plan must be submitted to the satisfaction of the Responsible Authority for approval. When approved, the plan will be endorsed and will then form part of the permit. All activities forming part of the use must comply with the endorsed Management Plan. The patron management plan must include (but is not limited to):
  - (a) Staffing and other measures which are designed to ensure the orderly arrival and departure of patrons;
    - a. Staffing and other measures which are designed to control intending patrons outside the premises to ensure no queuing of intending patrons to the tavern:
    - b. Control of noise by intending and departing patrons outside the premises;

- Measures to manage patrons coming and going to/from the downstairs toilets next to the kiosk:
- d. Provision of a telephone number(s) of the manager or operator on the premises during operating hours who may be contacted in the event of any disturbance or other problem arising from the operation of the venue; and
- e. Staffing and other measures which are designed to control or prevent patrons smoking outside the premises so that no adverse noise impacts are caused to nearby residential properties.

The use must at all times operate and be managed in accordance with the conditions and provisions of the approved Patron Management Plan to the satisfaction of the Responsible Authority

## **No Private Functions or Events**

8. The use and development approved by this permit must not be used for events or private functions.

#### Food and Drinks

- 9. Drinks must not be served in glass containers on the Tavern premises.
- 10. Food and drinks provided within the premises must not leave the Tavern premises.

#### **Toilets**

11. The downstairs toilets adjacent the kiosk must be available for use at all times when the Tavern is open.

## **Surveillance System**

- 12. The operator of the Tavern shall to the satisfaction of the responsible authority install and maintain a surveillance recording system able to clearly identify individuals, which shows time and date and provides continuous images of all entrances and exits, bars, entertainment/dance floor areas, and areas external to the Tavern and toilet entrances. The surveillance recording system must operate from the 30 minutes before commencement of trading each day and until 30 minutes after closure. A copy of the recorded images must be available upon request for the immediate viewing or removal by the Victoria Police, by an authorised officer of the Responsible Authority or a person authorised in writing by the Director of Liquor Licensing upon request, or otherwise retained for at least one month.
- 13. Signs reading "For the safety and security of patrons and staff this area is under electronic surveillance" shall be displayed to the satisfaction of the Responsible Authority in all areas subject to camera surveillance.

#### **Amenity**

- 14. Signage shall be erected near all entrances/exits to the Tavern requesting patrons to leave the premises in a quiet and orderly manner so as not to disturb nearby residents to the satisfaction of the responsible authority.
- 15. The operator and/or security staff must request patrons to not congregate on the footpath, in front of the premises.
- 16. A garbage receptacle area and bottle disposal area shall be provided for and in the vicinity of the Tavern to the satisfaction of the Responsible Authority. The area shall be within an animal-proof enclosure and shall be of such construction to complement the amenity of the area by use of suitable materials and screening from the public view to the satisfaction of the Responsible Authority.
- 17. On the day following each day of operation, prior to 10am, the operator of the Tavern must collect and dispose of any litter from the public land within 40 metres of the Tavern to the satisfaction of the Responsible Authority.
- 18. Amusement machines and gambling must not be provided on the Tavern premises to the satisfaction of the Responsible Authority.

- 2.3 Planning Application 17/0258 48 The Esplanade, Torquay Use and Development of a Tavern with On Premises Liquor Licence and Associated Waiving of Car Parking and Loading Bay
- 19. No goods or packaging shall be stored or left exposed outside the building so as to be visible from public land.
- 20. The use must be conducted to the satisfaction of the responsible authority so that the amenity of the area is not detrimentally affected by the use or development, through the:
  - a) Transport of materials, goods or commodities to or from the land;
  - b) Appearance of any buildings, works or materials;
  - c) Emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil;
  - d) Presence of vermin.
- 21. Odours offensive to the senses of human beings must not be discharged beyond the boundaries of the premises to the satisfaction of the responsible authority.
- 22. External lighting must be designed, baffled and located so as to provide sufficient lighting for public safety and must not cause any adverse effect beyond the Tavern area, to the satisfaction of the responsible authority.

#### **Barriers**

- 23. Barriers in accordance with the endorsed plans must be provided between the Tavern premises and The Esplanade footpath to control the movement of patrons in and out of the premises to the satisfaction of the Responsible Authority.
- 24. Except with the written consent of the Responsible Authority, permanent or temporary screens, fences or barriers must not be constructed or installed on the site other than in accordance with the endorsed plans.

## **Advertising Signs**

 No advertising signs shall be erected unless in accordance with the Surf Coast Planning Scheme or with the further approval of the responsible authority.

## **Expiry**

26. All temporary structures including but not limited to the converted shipping container, portable disabled access toilet and in-fill barrier on the endorsed plans must be removed within 14 days of the completion of the Tavern use permitted by this permit, being no later than 25 December 2021.

#### Notes

Coastal Management Act Consent

Coastal Management Act Consent DELWP Ref: 0700258/SP applies to the land

## **Environmental Health**

Outdoor areas where smoking by patrons is intended must comply with the Tobacco Act 1987.

## Report

## Background

An application has been made to allow a tavern to operate from the land at 48 The Esplanade, Torquay.

#### Discussion

48 The Esplanade, Torquay is zoned Public Park and Recreation Zone. The land has been developed with a building and the area in which the tavern is proposed is currently a public viewing deck area.

Coastal Management Act consent for the development of the land has been obtained from the Department of Land, Environment, Water and Planning. The Public Land Manager, Great Ocean Road Coastal Committee, also supports the application.

The application has been referred to the Victoria Police and Council's Environmental Health Unit for advice. Council's Environmental Health Unit have not objected to the issue of a Planning Permit and at the time of writing this report, the response from the Victoria Police was outstanding.

The application is seeking permission to operate a tavern from the land. It is proposed that a maximum of 150 people would be accommodated within the venue and that it would operate:

- September School Holidays until Easter Monday 7 days 12pm until 10pm
- Easter Monday until September School Holidays Thursday to Sunday 12pm until 10pm
- Public Holidays and School Holidays 12pm until 10pm.

Previously, a Planning Permit was issued through the Victorian Civil and Administrative Tribunal (VCAT), which allowed a Pop-Up Tavern to operate from the land. The permit expired on 17 April 2017. One complaint was made to Council about the operation of the tavern during this time.

The permit was issued by the Victorian Civil and Administrative Tribunal and allowed 96 patrons with the following hours:

- 31 October 2016 until 25 December 2016 Thursday to Sunday 1pm until 9:30pm
- 26 December 2016 until 26 January 2017 Monday to Sunday 1pm until 9:30pm
- 28 January 2017 until 16 April 2017 Thursday to Sunday 1pm until 9:30pm.

The permit restricted music as follows:

- Live musical entertainment by not more than two performers using acoustic instruments at levels no higher than background music
- Live musical entertainment must not be provided after 8pm and for more than three hours in total in any one day.

Approval is sought to allow pre-recorded and live music at background levels during opening hours.

No car parking is provided on site for the development. An on premises liquor licence is proposed. The application also involves the following development:

- Installation of a converted shipping container bar
- Installation of a portable disabled toilet
- Construction of barrier to enclose the tavern area.

A previous Planning Permit was issued to allow a pop-up tavern to operate from the land. This permit expired on 17 April 2017.

Public notification of the application was required and as a result of these processes a total of 16 submissions were lodged with Council. Two of the submissions support the proposal, with one submission being a petition containing approximately 1,300 signatures.

Objectors have raised a range of concerns, including: use of public land, concerns about car parking, noise, lighting, consumption of liquor, and future compliance with the Building Code.

## Financial Implications

There are no direct financial impacts to Council for the processing of the application which occurs via operational budgets.

#### Council Plan

Theme 5 High Performing Council

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

involved and informed

Strategy Nil

## Policy/Legal Implications

The application has been assessed against relevant provisions of the Surf Coast Planning Scheme in accordance with the requirements of the *Planning & Environment Act 1987*.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

The merits of the proposal will be considered against the relevant provisions of the Surf Coast Planning Scheme and *Planning & Environment Act 1987*.

#### Social Considerations

The submissions received raise a number of matters which may be classed as social impacts including the visual impact of the development and amenity impacts, as well as the loss of a public viewing deck. These social impacts will be assessed in the context of relevant planning policies and decision guidelines.

## Community Engagement

Public notice of the application has been carried out in accordance with the requirements of the *Planning & Environment Act 1987*. A total of 16 submissions (as at 26 September 2017) have been lodged with Council. Fourteen of the submissions are objections to the application, while two submissions have been lodged in support of the application, with one of these submissions being a petition which included approximately 1,300 signatures.

Most of the submitters are concerned about the use of public land, amenity related impacts including noise and light, lack of car parking, impact on the public viewing platform and matters which relate to the Building Code.

## **Environmental Implications**

Environmental implications will be assessed in the context of relevant planning policies and decision quidelines.

## Communication

The application was subject to public notice; all submitters have been invited to this meeting. A list of speakers is attached to this report.

## **Options**

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

This option is recommended by officers as the application provides for an acceptable outcome when assessed against the relevant provisions of the Surf Coast Planning Scheme.

## Option 2 – Issue a Notice of Decision to Refuse to Grant a Planning Permit

This option is not recommended by officers as the application provides for an acceptable outcome when assessed against the relevant provisions of the Surf Coast Planning Scheme. This option would require the development of Grounds of Refusal if Council was to refuse the application.

## Option 3 - Defer Consideration of the Application to a Later Meeting

This option is not recommended by officers as:

- There is sufficient information available to make a decision on the application;
- It is important for all parties that some certainty is available about Council's position on this matter;
- There is a need for Council to make timely decisions on Planning Permit Applications.

## Conclusion

As with all Planning Permit applications, a decision on this application requires the balancing of policy objectives.

It is considered that the pop-up tavern was able to operate effectively from the land, providing economic and tourism related benefits, and allowing the show casing of Fisherman's Beach and the surrounding coastline.

The officer recommendation includes similar conditions to the previous approval, with changes to hours, patron numbers and the requirement for a noise limiter, ensuring that residential amenity is properly considered.

It is recommended that Council supports the application.

APPENDIX 1 PLANNING APPLICATION 17/0258 - OFFICERS REPORT



Planning Application No: 17/0258

| ALLOCATED OFFICER | Mich Watt   |
|-------------------|---|
| DATE RECEIVED     | 07 August 2017  |
| PROPERTY NUMBER   | 90410   |
| PROPERTY ADDRESS  | 48 The Esplanade, Torquay   |
| APPLICANT         | JDOT Pty Ltd  |
| OWNER             | Department of Environment, Land, Water and Planning   |
| PROPOSAL          | Use and Development of the land for a Tavern with On Premises Licence and Waive the Car Parking Requirements of Clause 52.06 and Waive the Loading Bay Requirements of Clause 52.07 |
| ZONE              | Public Park and Recreation  |
| OVERLAY/S         | N/A   |

## **PROPOSAL**

The application seeks approval for the use and development of the land for a tavern; use of the land for the sale and consumption of liquor under an on-premises licence and a waiver of the standard car parking requirements of Clause 52.06.

The key details of the proposed use are:

#### Operating hours

- From the start of September school holidays to Easter Monday 7 days, 12pm to 10pm;
- The day following Easter Monday to the start of September school holidays Thursday to Sunday, 12pm to 10pm; and
- Public holidays and school holidays 12pm to 10pm.

## Patron numbers

A maximum of 150 patrons

## Licence

Supply of liquor for consumption on the premises under an on-premises licence

#### Music

Pre-recorded and live music at background levels during opening hours

## Car parking

No on site car parking provided for the use

## Buildings and works

The proposed development includes:

- · Installation of a converted shipping container bar
- Installation of a portable disabled toilet
- Construction of barrier to enclose the tavern area.

Other than where inconsistent with the above description the proposal seeks approval in accordance with Planning Permit 15/0408. This permit was issued 28 July 2016 in accordance with an order of the Victorian Civil and Administrative Tribunal (VCAT) (*Teasdale v Surf Coast SC* [2016] VCAT 1224) for the temporary use and development of the land for a tavern (pop-up bar) and a waiver of the standard car parking requirements of Clause 52.06. This permit was acted on over the allowed period from Spring 2016 to Autumn 2017.

### Previous Permit

Conditional requirements of PP15/0408 which this application adopts include:

- Drinks must not be served in glass containers
- Food and drinks must not leave the premises
- An acoustic report to be endorsed under the permit
- Downstairs toilets to be available for patron use
- Surveillance system



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- Waste collection area to be provided
- Operator to collect litter from the surrounding area daily
- Patron management plan to be endorsed under the permit

Beyond this application seeking permanent use compared to temporary use for one season, this application can be differentiated from PP15/0408 by the following:

| Element                  | PP15/0408  | Application 17/0258   |
|--------------------------|--|---|
| Opening hours            | 1pm to 9:30pm  | 12pm to 10pm  |
| Trading days             | 26 Dec to 26 Jan – 7 days<br>31 Oct to 16 Apr (excluding above)– Thurs to Sun<br>No trade outside above                                  | Sept Hols to Easter Mon – 7 days Easter Mon to Sept Hols – Thurs – Sun Plus Public Hols and School Hols |
| Patron numbers           | 96   | 150   |
| Musical<br>entertainment | Pre-recorded background Up to two acoustic musicians at background level No live music after 8pm No more than 3 hours live music per day | Pre-recorded and live music at background levels  |

#### SITE AND SURROUNDING AREA

The subject site is part of the Torquay foreshore at Fisherman's Beach on the eastern side of The Esplanade between Beach Road and Zeally Bay Road opposite Taylor Park and within proximity to the Torquay Bowls Club within Taylor Park.

The site is currently development by a single storey building occupied by the Torquay Angling Club and a kiosk (operating as Bomboras) selling food and drink predominantly for take-away consumption but with a few outdoor tables and chairs. This building also contains public toilets. The roof of the building is trafficable, level with The Esplanade, providing a public viewing deck. As noted above this viewing deck area was used temporarily over part of 2016-17 for a pop-up bar.

A two storey building is developed adjacent which is a facility for Torquay Marine Rescue. Around the two buildings is an area of car parking, including for oversized vehicles to accommodate cars with boat trailers. This area is slightly above beach level and a storey below the level of The Esplanade.

Approximately 100m north of the site is the nearest residential land which extends west around Taylor Park and north along The Esplanade. The Torquay Bowling Club building is approximately 140m southwest of the site and Torquay Town Centre is about 340m southwest.

The site can be seen in the image below.



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Figure 1 - Aerial Image. Source: Council's Mapping System

#### Relevant History and Background

#### Past permits:

| App No. | Proposal  | Decision | Date         |
|---------|---|----------|--------------|
| 07/0576 | Development of a Boat Ramp  | Approved | 21/11/2007   |
| 07/0736 | Development of Buildings & works; Use of land for a<br>Restaurant; and Waiver of Standard Car Parking<br>Requirement                      | Approved | 08/09/2008   |
| 15/0408 | Temporary use and development of the land for a tavern (pop-up bar) and a waiver of the standard car parking requirements of Clause 52.06 | Approved | 28 July 2016 |

## Enforcement:

One written complaint was received during the operation of the pop-up bar about noise being experienced on the beach. From the investigation it appeared that the use was operating in accordance with the conditions of the permit and no further action was taken.

## Registered Restrictions

Under Section 61(4) of the *Planning & Environment Act 1987* the Responsible Authority must not issue a planning permit that would result in a breach of a registered restriction. The subject land is not affected by registered restrictions.

## **CULTURAL HERITAGE MANAGEMENT PLAN (CHMP)**

The Aboriginal Heritage Regulations 2007 specify the circumstances in which a Cultural Heritage Management Plan is required for an activity or class of activity. Part 2 - Division 2 of the Aboriginal Heritage Regulations 2007 specifies exempt activities which do not require a Cultural Heritage Management Plan.

The site is located within an area of Aboriginal cultural significance. The application is classified as a high impact activity. There has been significant ground disturbance on the land. In light of this, a CHMP is not required.

## REFERRALS

The application was referred to the Victoria Police for comment. This is a non-statutory referral. The Police have advised that they have raised concerns about crowd control numbers through the liquor licence application. This can be dealt with through that process.



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The application was referred to Council's Environmental Health Unit, with the following advice received

The Environmental Health Unit has reviewed the application, acoustic report and premises history. The proposed amendments to the original permit have been reviewed with regards to potential health/amenity issues and comments are as below:

<u>Condition 2</u> – the proposed operating hours are: <u>September School Holidays</u> – <u>Easter Monday</u>: 12pm – 10pm, 7 days <u>Easter Monday</u> – <u>September School Holidays</u>: <u>Thursday</u> – <u>Sunday 12pm</u> – 10pm <u>Public holidays and school holidays 12pm</u> – 10pm

- This is an amendment from the original conditions which were 1:00pm until 9:30pm from Thursday –
  Sunday, exception of Monday Sunday between 26 Dec 2016 and 26 January 2017. The operating
  hours are proposed to increase to 12pm 10pm daily.
- There have been numerous objections to this proposal from neighbouring residential properties. An
  increase in opening days and hours may impact on the residents living close to this premise.

#### Condition 3 - increasing patron numbers to 150

- This is an increase from 96 to 150 = 54 patrons.
- This will influence the noise produced from patron noise. The factors that influence patron noise include:
  - Number of patrons in the outdoor area
  - Voice levels of the patrons
  - Age and gender of the crowd
  - Acoustic characteristics of the venue
  - Whether or not alcohol is being consumed
- An acoustic report was completed by Darren Stephen Liu of Acoustic Control on the 04 May 2016 for JDOt Pty Ltd (applicant). The report was submitted to Council on the 01 Aug 2017 by the applicant along with the cover letter. I could not find any indication that this report had been submitted to council earlier than this date. I have reviewed the report and am satisfied with the methods used.
- The report equated the patron noise based on 96 patrons and determined that at the nearest house (north west of tavern) will be 46 dB(A)Leq. Report states that this will be below ambient traffic noise and will not cause a loss of amenity.
- The patron noise should be reviewed due to the proposed changes to the amount of patrons and hours of operation changing. Additional information was provided to Environmental Health and the following comments were provided: I am satisfied with the report submitted by Darren Liu, Acoustic Control, and I am satisfied with the methodology used. The patron noise for 150 people is calculated to be 49 dB(A) L90 (predicted level at the nearest house to the north west). This peak patron noise is expected to occur between the hours of 3pm and 7pm, where the background levels have been assessed at 50 dB(A) L90 (assessed 26 October 2016). As the patron noise will be below background levels it should not have an amenity impact.

<u>Condition 6 & 7</u> – to refer to background music as a number of musicians and the time the music played is not relevant if it is background in nature and meets SEPP N-2 requirements set out in attached acoustic report.

- Music from the premises will be required to comply with the State Environment Protection Policy (CONTROL OF MUSIC NOISE FROM PUBLIC PREMISES) No. N-2 (SEPP N-2). This document sets out the Government's objectives for controlling noise pollution from music produced at indoor and outdoor entertainment venues, and sets limits for music noise that must be met at the nearest residential properties. The goal is to protect residents from levels of noise that may affect the amenity of noise sensitive areas so that normal domestic and recreational activities are protected from music noise from indoor venues. These included activities such as talking, reading, watching television, listening to the radio and enjoyment of activities such as a backyard barbecue.
- Different noise limits are set for the day/evening and night periods because different beneficial uses are
  protected. A stricter limit is applied for the night period so sleep is not disturbed. During the day/evening
  period, noise limits are set so that activities such as talking, reading and watching television can occur
  without undue interference. Both noise limits are based on the level of music above the background
  noise (Background noise is measured in the absence of music from the venue). The more the level of



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noise from music exceeds the background the more intrusive and annoying it become. For public premises operating more than 3 times per week, the applicable day/evening and night periods are set as follows:

Table 1

| Day             | App                                    | Application time                 |  |
|-----------------|--|----------------------------------|--|
|                 | Day/evening limit <sup>1</sup> applies | Night limit <sup>2</sup> applies |  |
| Monday-Thursday | 9am – 10pm                             | 10pm-9am (following morning)     |  |
| Friday          | 9am – 10pm                             | 10pm-10am (following morning)    |  |
| Saturday        | 10am – 10pm                            | 10pm-12 midday (following day)   |  |
| Sunday          | 12pm – 9pm                             | 9pm - 9am (following morning)    |  |

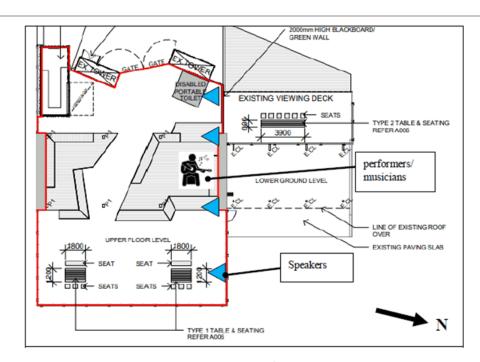
- 1. Day/evening limit = music noise ( $L_{Aeq}$ ) must not exceed the background level ( $L_{A90}$ ) by more than 5 dB.
- Night limit = Music level (L<sub>oct10</sub>) not to exceed the L<sub>oct90</sub> background level by more than 8 dB in any octave band from 63Hz-4KHz.
- · The following dot points are recommendations/observations from the acoustic report:
  - The current permit limits live music to 3 hours total in one day and no later than 8pm. This is not
    a requirement of the SEPP N-2. If the venue can comply with SEPP N-2 limits, it should not be
    necessary to impose a 3 hour time limit.
  - The acoustic report provided by the applicant has determined that the tavern will be within the SEPP N-2 permissible noise limits, if amplified music up to music style 1. This allows the use of background music and entertainment by performers (live music) using acoustic instruments (amplified or non-amplified). Loud 2-3 piece bands are not permitted.

| Music style         | Typical music level, L10                            | Description   |
|---------------------|---|---|
|                     | dB (63Hz-4KHz)                                      |   |
| 1. Background music | 85-90dB low frequencies<br>80-85 dB mid frequencies | Light amplified background music or<br>entertainment by performers using acoustic<br>instruments (amplified or non-amplified).<br>Suitable for cafes, bars and lounges where<br>conversation can take place easily. |
|                     |   |   |

Speakers must be mounted on the north side of the venue, pointing away from the houses (southerly direction). No more than 4 speakers should be used. Subject to further background noise testing, the amplifier should be set up so that on maximum gain, the typical maximum sound pressure level does not exceed 85 dB(A) L<sub>10</sub> when measured in the middle of the tavern space. Performers/musicians should set up on the north side of the premises and face in a southerly direction. The below figure from the acoustic report illustrates this.



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- This premise will have to abide by the day/evening limit<sup>1</sup> for the majority of its operation, except for Sunday night 9pm – 10pm where the night limit<sup>2</sup> will apply.
- The nearest dwelling is 93m away, 71 The Esplanade Torquay. Dwellings are considered noise
  sensitive areas and can be detrimentally affected by noise and ongoing noise issues. Noise can be
  deemed a nuisance under the Public Health and Wellbeing Act 2008. Modern popular music is often
  loud. Consequently noise pollution can occur where residential properties are close to such venues. The
  proprietor must ensure noise emanating from the premises is managed appropriately and does not have
  a detrimental effect to neighbouring residents.
- A perceived issue with the premises is that it is being classified as an indoor venue, however structurally
  is more similar to an outdoor venue. When I reviewed the SEPP N-2, the venue would fall into an indoor
  venue category due to the nature of its operation. If the applicant complies with the recommendations in
  the acoustic report with regards to treating all types of music played as 'background music' then they will
  be able to comply with the SEPP N-2.
- The SEPP N-2 does not limit stipulate that live music be to a total of 3 hours total in one day and no later than 8pm. If the venue can comply with SEPP N-2 limits, it should not be necessary to impose a 3 hour time limit. It would be reasonable to have no live music later than 8pm.

Condition 8 - the existing acoustic report be applicable for condition 8

- It is recommended that a compliance report be completed by a qualified acoustic consultant
  demonstrating compliance with SEPP N-2. A noise reduction test between the venue and nearest
  residences with amplified speakers should form part of the report. The report should detail background
  noise measurements, permissible noise limits, and maximum noise levels permitted in the tavern area.
  The patron noise should be reviewed due to the proposed changes to the amount of patrons and hours
  of operation changing.
- This will ensure that the premise is compliant with SEPP N-2 limits at the nearest residences.

Condition 27 - be removed as the venue will be a permanent fixture

No EH comment

The complaint files have been reviewed and there have been no complaints lodged (during the trial period) with



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council in regards to this premises. However, the lack of complaints does not mean that there is not a potential for unreasonable amenity impacts experienced by residents caused by noise in this area.

The premises are encouraged to develop a noise management plan and complaints procedure to effectively manage any complaints that may arise.

#### Recommendations

- Compliance with the Environmental Protection Act 1970 State Environment Protection Policy (Control
  of Music Noise from Public Premises) No. N-2
- A compliance report is completed by a qualified acoustic consultant demonstrating compliance with SEPP N-2. A noise reduction test between the venue and nearest residences with amplified speakers should form part of the report. The report should detail background noise measurements, permissible noise limits, and maximum noise levels permitted in the tavern area. In addition the patron noise should be reviewed due to the proposed permit condition amendments (amount of patrons increasing and hours of operation changing). This will ensure that the premise is compliant with SEPP N-2 limits at the nearest residences.
- The premise is to develop an effective noise management plan and complaints procedure to effectively
  manage any complaints that may arise.
- Outdoor areas where smoking by patrons is intended must comply with the Tobacco Act 1987.

## COASTAL MANAGEMENT ACT CONSENT

Coastal Management Act Consent has been issued by the Department of Environment, Land, Water and Planning (DELWP). The consent was issued on 7 September 2016 and includes a number of conditions.

The consent expires on 25 December 2021.

#### Officer comment

The application seeks approval for the ongoing use of the land as a Tavern. However, the application has agreed to a Planning Permit which would have a limited life and would reflect the Coastal Management Act Consent approval. Council cannot issue a Planning Permit which is not consistent with the Consent.

## PUBLIC NOTICE

Public notification of the application was required, as it was considered that the application may result in material detriment. Public notification included two signs on site, a notice in the newspaper and notices to nearby property owners and occupiers.

As a result of public notification procedures, a total of 16 submissions were lodged with Council. Two of the submissions are in support of the application, with one of these submissions being a petition which included approximately 1,300 signatures.

## AMENDMENT TO APPLICATION PRIOR TO AFTER NOTICE

Initially the application sought approval for a function centre. This element of the proposal has been removed and is not being pursued.

## OBJECTIONS

The concerns of objectors are summarised below:

- The tavern will impact on the enjoyment of the public viewing platform
- The facility is inappropriate to be used as a tavern due to inadequate parking and toilet facilities. The toilets provided do not appear to meet the requirements of the Building Code of Australia.
- The venue cannot sustain an increase in patron numbers to 150 patrons.
- To allow a waiving of car parking means that parking areas available for the users of the Fisherman's Beach Precinct will be overtaken by those visiting the tavern
- A function centre is inappropriate
- Businesses should not be allowed to derive a profit from using a public asset.
- Illegal car parking will be encouraged if car parking is waived



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- A decision on this application should be delayed by six weeks while objectors undertake additional community consultation.
- . There should have been a tender process to allow a business to operate from the public land
- The lighting is intrusive and detracts from the peaceful landscape. Lighting should be shrouded to reduce
  its visual impact
- Noise is intrusive and impossible to escape, including from nearby residential properties and the beach.
- The noise from bass is particularly intrusive.
- · As more patrons are proposed, the noise assessment should be upgraded.
- · The increased hours of operation will increase amenity impacts.
- The VCAT decision was for a temporary permit and should not be relied upon or be persuasive in the consideration of a new and different application
- The VCAT determination did not decide the critical question as to whether the use is consistent with the
  recommendations under the Crown Land Reservation Act 1970. Council lacks the power to grant a permit
  for an inconsistent use.
- The development is detrimental to the visual amenity of the area
- Consumption of alcohol in a public place is prohibited and is contrary to Council's local law
- Has the ability for the building to support the additional loads from the buildings and people been checked?
- Noise should comply with the SEPP N-2 requirements for music noise from indoor venues.
- A noise limiter should be installed.

## PLANNING SCHEME PROVISIONS

#### Zone Requirements

The review site is zoned Public Park and Recreation (PPRZ) under the provisions of the Surf Coast Planning Scheme. The land is not affected by any overlays.

Pursuant to Clause 36.02-1, Retail premises<sup>1</sup> is a Section 1 use subject to the condition that it:

Must be either of the following:

A use conducted by or on behalf of a public land manager<sup>2</sup> or Parks Victoria under the relevant provisions of the Local Government Act 1989, the Reference Areas Act 1978, the National Parks Act 1975, the Fisheries Act 1995, the Wildlife Act 1975, the Forest Act 1958, the Water Industry Act 1994, the Water Act 1989, the Marine Act 1988, the Port of Melbourne Authority Act 1958, or the Crown Land (Reserves) Act 1978.

A use specified in an Incorporated Plan in a schedule to this zone<sup>3</sup>.

Section 2 lists Retail premises – if the Section 1 condition is not met. In Section 2 the use is subject to the condition:

Must be associated with the public land use.

As directed by Clause 31.02 if a condition opposite the use in Section 2 is not met the use is prohibited.

The use is not proposed to be conducted by or on behalf of the public land manager and therefore is Section 2 if the condition against the use is met. This condition is met (as discussed in further detail later in the report) and therefore a permit may be granted.

Under Clause 36.02-2 a planning permit is required to construct a building or construct or carry out works. A permit is therefore required to construct temporary buildings including bar servery in a converted shipping container, portable disabled access toilet and clear blinds. A number of exemptions are available under this clause, but it is considered that these do not apply to the proposed buildings.

<sup>&</sup>lt;sup>1</sup> Pursuant to Clauses 74 and 75 Tavern is included in Food and drink premises which is included in Retail premises.

<sup>&</sup>lt;sup>2</sup> Clause 72 defines Public land manager as "The Minister, government department, public authority or municipal council having responsibility for the care or management of public land. In relation to Crown land reserved under an Act and managed or controlled by a committee of management, other than Parks Victoria or a municipal council, it means the Minister administering that Act and does not include the committee of management."

<sup>&</sup>lt;sup>3</sup> The schedule to the zone does not include an incorporated plan.



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Pursuant to Clause 36.02-3 an application for a permit by a person other than the public land manager must be accompanied by the written consent of the public land manager. The application was accompanied by the written consent of the Department of Environment, Land, Water and Planning<sup>4</sup>. The application has also been supported by the Great Ocean Road Coastal Committee (GORCC).

#### **Particular Provisions**

Clause 52.05 – Advertising signs

The application does not include the display of advertising signs but it is pertinent to note that land in PPRZ is Category 4 for the purposes of Clause 52.05. Under Category 4 a planning permit is required for a Business identification sign and the total advertisement area to each premises must not exceed 3 square metres.

#### Clause 52.06 - Car parking

Clause 52.06-2 provides that before a new use commences the parking required under Clause 52.06-5 must be provided on the land or a permit granted to reduce the requirement (including to zero).

Tavern has a parking requirement of 0.4 spaces per patron permitted, therefore with a proposed maximum of 150 patrons, 60 on site car parking spaces are required. No new parking is proposed to be provided on the site; therefore a permit is required under Clause 52.06-3 to waive this requirement.

#### Clause 52.07 - Loading and unloading of vehicles

This clause specifies requirements for loading bays for buildings and works associated with, amongst other things, the sale of goods. A permit may be granted to reduce or waive the requirements.

## Clause 52.27 – Licenced premises

This clause provides that a permit is required to use land to sell or consume liquor. An application has been made for an on premises licence which allows the sale of liquor for consumption on the licensed premises. This is an appropriate licence for a tavern.

## Clause 52.34 – Bicycle facilities

Bicycle parking requirements are specified by Clause 52.34, though a requirement is not stipulated for a *tavern*. For *retail premises* that aren't separately listed the requirement is 1 employee space to each  $300m^2$  of leasable floor area and 1 visitor space to each  $500m^2$ . At about  $350m^2$  of leasable floor area proposed to be occupied by the Tavern, 1 employee bicycle parking space should be provided.

The application does not identify that bicycle parking will be provided but it may be possible to achieve. An employee space must be in either a bicycle locker or lockable compound. A permit may be granted to vary the requirements of the clause.

## Clause 52.43 - Live Music and Entertainment Noise

The provisions of this clause apply to an application to use land for a live music entertainment venue. The key requirement of the clause is that:

"A live music entertainment venue must be designed, constructed and managed to minimise noise emissions from the premises and provide acoustic attenuation measures that would protect a noise sensitive residential use within 50 metres of the venue."

The nearest residential premises is 100m from the site double the threshold of 50m, therefore the requirement is satisfied by default. It should be noted that this does not obviate the need for the use to comply with the requirements of State Environment Protection Policy (Control of Music Noise from Public Premises) No. N-2 (SEPP N-2); nor the requirement for Council to consider the amenity impact on the surrounding area of noise (music, patron and mechanical) arising from the proposed use.

### State Planning Policy Framework

The following clauses of the SPPF are relevant to the current application and have been considered:

<sup>&</sup>lt;sup>4</sup> On behalf of the Minister for Environment, Climate Change and Water



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## 10 - Operation of the State Planning Policy Framework

10.04- Integrated decision making

## 11 - Settlement

11.07-1- Regional planning

11.07-2- Peri-urban areas

11.09-4- Environmental assets

11.09-6 - Sustainable communities

11.09-7- A diversified economy

## 12 - Environmental and landscape values

12.02 - Coastal areas

12.04 - Significant environments and landscapes

#### 13 - Environmental risks

13.04-1 – Noise abatement

#### 15 - Built Environment and Heritage

15.01-1 - Urban design

15.01-2- Urban design principles

#### 17 - Economic development

17.01-1 - Business

17.03-1 - Facilitating tourism

## Local Planning Policy Framework

## Clause 21.03 - Environmental Management

This clause identifies a range of key issues and influences and relevant to this application is that of "Social and recreational use of the coast threatening the inherent values of the coastal and marine environment." An objective of the Clause is "To protect and enhance the Shire's diverse natural resources in an ecologically sustainable manner for present and future generations."

Applicable strategies to achieve this objective include:

- Ensure that development on and near the coast is compatible with and enhance the environmental values, visual character and amenity of the coastal environment.
- Support a limited range of sustainable and socially equitable, coastal dependent recreational and tourism activities that complement and promote the coast's natural and cultural values.

### Clause 21.04 - Tourism

The objective of this clause is "To enhance and expand the tourism industry, whilst protecting the environmental, landscape and cultural values of the Shire and the lifestyle of its residents."

## Clause 21.08 – Torquay-Jan Juc Strategy

A number of key issues and influences which are relevant to the application are identified by this clause, including:

- The need to promote visitor activities along key boulevards (Bell Street and The Esplanade) but in condensed locations to ensure the visitor experience is engaging and continuous and can be experienced on foot.
- The continued growth of Torquay as a tourist/holiday destination, but also as a weekend and night-time shopping and entertainment attraction for the new Armstrong Creek population.
- Busy roads such as the Surf Coast Highway and The Esplanade creating barriers to local access, including access to the beach.
- Strengthen the role of the Surfing and tourist activity precincts at Surf City, Bell Street and The Esplanade.
- To increase the provision and quality of all forms of open space to meet the broad range of needs of the Torquay-Jan Juc community, and to site new open space to ensure its accessibility to all members of the community.



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A pertinent objective arising from these influences is "To grow a vibrant and sustainable local tourism industry while marrying with the Torquay-Jan Juc lifestyle and promoting/showcasing the community's values."

#### Relevant Incorporated, Reference Documents and Guidelines

The following must be considered:

- The Victorian Coastal Strategy (Victorian Coastal Council, 2014);
- Siting and Design Guidelines for Structures on the Victorian Coast (May 1998)
- The Great Ocean Road Landscape Assessment Study (Department of Sustainability and Environment, 2004):
- The Great Ocean Road Region A Land Use and Transport Strategy (Department of Sustainability and Environment, 2004);
- The Coastal Spaces Landscape Assessment Study (Department of Sustainability and Environment, 2006);
- The Great Ocean Road Coastal Committee Coastal Management Plan 2013 (Great Ocean Road Coastal Committee, 2013) as a management plan approved under the Coastal Management Act 1995;
- The purpose for which land is reserved under the Crown Land (Reserves) Act 1978.

## Relevant Planning Scheme Amendments and/or Strategies

There are no amendments relevant to this application.

#### OFFICER DIRECT OR INDIRECT INTEREST

No Council officers have any direct or indirect interest in the matter to which this report relates, in accordance with Section 80 (C) of the Local Government Act.

## **DISCUSSION OF KEY ISSUES**

#### Use of the Land as a Tavern

The applicant has applied for a permit to allow the use of a tavern from the land. Tavern is described within the planning scheme as follows:

Land used to sell liquor for consumption on the premises. It may include accommodation, food for consumption on the premises, entertainment, dancing, amusement machines, and gambling.

Whilst the use may include other activities such as accommodation and gambling it does not mean that these activities form part of the application or would be approved by virtue of the permit to allow a tavern.

In order to be able to use the land as a tavern (under *retail premises*) it is required to be associated with the public land use, failure to meet this requirement results in the use being prohibited. In considering the original permit application 07/0736 for a restaurant, Council obtained legal advice on the matter of a use being "associated with the public land use" with that advice commenting:

"The key issue, in our view, would be to demonstrate a genuine and substantial link between the use of the foreshore and use of the restaurant. Public access and operating hours correlating with the use of the foreshore would be expected."

"Showing an intended operation with clear links to the public land use of the foreshore may be sufficient to demonstrate the required "association with the public land use".

It is considered that factors in favour of the use being associated with the public land use are:

- The recommendation restricts the use of the tavern to during hours when beach use could be expected;
- The premises is to be designed to orientate primarily towards the beach and ocean;
- Users of the beach and foreshore will be the primary customers.

It is further supportive that the Great Ocean Road Coastal Committee as coastal land manager are managing the licence for the use and the Department of Environment, Land, Water and Planning (DELWP) have provided consent under the Coastal Management Act 1995.

Section 61(3) of the Planning and Environment Act 1987 provides that:

"The responsible authority-



Planning Application No: 17/0258

(a) must not decide to grant a permit to use or develop coastal Crown land within the meaning of the Coastal Management Act 1995 unless the Minister administering that Act has consented under that Act to the use and development;"

As that consent has been granted Council may decide to grant a permit.

#### Hours of Operation

The application seeks approval to operate:

- September School Holidays until Easter Monday 7 days 12pm until 10pm;
- Easter Monday until September School Holidays Thursday to Sunday 12pm until 10pm;
- Public Holidays and School Holidays 12pm until 10pm.

The hours of operation proposed are far more extensive than those previously approved.

The recommended permit conditions reduce the hours as follows:

- 1 October until 1 April 7 days 12pm until 9:30pm;
- 2 April until 30 September Thursday to Sunday– 12 pm until 6pm.

It is considered the hours of operation should align with the hours in which the beach can be reasonably enjoyed, given the zoning of the land and need to have a functional relationship with the beach. This is reflected in the zoning table of the Public Park and Recreation Zone which requires as a condition that a retail premises 'must be associated with the public land use.' In supporting the application for the pop—up bar VCAT held that the application met the test of being 'associated with the public land use' because:

- The purposes of the PPRZ overtly anticipate commercial uses such as this;
- In both its physical set up and the main patrons it would be seeking to attract, the facility would be oriented to the beach and beach-goers:
- Subject to liquor licensing requirements, the facility would be open to all of the public;
- The time of year and time of day that the facility would operate is consistent with the main pattern for when beach goers typically visit the beach most:
- Whilst located somewhat back from the beach, it would be easy for beach-goers to walk from the sand up to the facility.

Given the above principles, it is not considered appropriate to support the hours which have been sought. It is considered that the hours of operation must align with the hours in which the beach would be typically used and these hours would vary due to daylight savings. As such, the permit conditions within the recommendation support hours which reflect daylight savings timing.

The recommended hours ensure that the main patrons the tavern would be seeking to attract would be those using the beach. It is not considered that longer hours of operation, which would extend into the hours of darkness, can be justified when there is a requirement within the zone that the use be associated with the public land use. It is important to note that if the use is not associated with the public land use, it becomes prohibited.

### Live Music

The application also seeks approval for live music and pre-recorded background music in association with the use of the land for a tavern. Clause 52.43 of the Surf Coast Planning Scheme (Live Music and Entertainment Noise) contains the relevant provisions applying to venues providing for live music entertainment. As there is no sensitive residential use within 50m of the site, the requirements as specified under Clause 52.43.3 are considered to be met.

Whilst the requirement of Clause 52.43.3 is met, the use must still comply with the State Environmental Protection Policy (Control of music noise from public premises) No. N-2 (SEPP N-2).

Council's Environmental Health Unit have not raised any concerns about the changes to the way in which music would be provided on the site with the officer noting that the current restrictions on live music are not a requirement of SEPP N-2, and if SEPP N-2 can be met, it should not be necessary to restrict live music at the venue.



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Considering the way the use will operate, it is considered that the application should meet the requirements of SEPP N-2 in relation to Indoor Venues, given the hours in which the use will operate and the extent of the use. This is reflected in permit conditions.

When considering the previous application, VCAT determined that a noise limiter was not appropriate due to the temporary and limited nature of the use. Given that approval is now sought for a longer period of use and for longer hours, a permit condition within the recommendation requires the installation of a noise limiter. The noise limiter would be set up to ensure compliance with noise limits set by a qualified acoustic engineer, using the SEPP N-2 criteria for Indoor Venues. The noise limiter is also required to control bass noise.

#### On Premises Liquor Licence

It is proposed to operate the tavern with an on premises licence. It is considered that the sale and consumption of liquor on the premises is appropriate for the following reasons:

- The limited evening and night time trading hours reduces the likelihood of excessive liquor consumption and resultant antisocial behaviour.
- A single constrained access point is to be provided to the licensed area making it relatively easy for staff to monitor and control patrons trying to leave the premises with liquor.
- The site is removed from other licensed premises, with the nearest being the Torquay Bowls Club within Taylor Park. As a result, there is not considered to be a cumulative impact associated with existing licensed premises.
- The Victoria Police have not objected to the application.
- Council is not aware of any inappropriate patron behaviour associated with the pop-up tavern which
  operated from the land.

#### Planning Policy

Planning policy includes some specific themes which are relevant to the consideration of this application, including:

- Environmental issues;
- Noise abatement:
- Tourism;
- Business and diversification of economy.

The VCAT decision for the pop-up bar recognises that tourism plays an important role in the economic and employment 'health' of Torquay. The location of the tavern was recognised as providing for visitor activities within a 'condensed location' which is consistent with the thrust of the Victorian Coastal Strategy supporting this type of outcome. The GORCC Coastal Management Plan nominates several activity nodes along this coastal location and Fisherman's Beach is nominated as an activity node. The GORCC Plan overtly identifies this Fisherman's Beach location as appropriate for commercial uses. As such, it is considered that the site selection is appropriate to support a use which can support local tourism and provide for entertainment opportunities for those using the beach. The Tribunal noted that the deck area in question forms part of an already highly modified location, which is already strongly used by beach goers and where I accept that the impacts of the proposal can be dealt with in a sustainable manner.

In relation to noise abatement, it has already been noted that sensitive residential uses are located some distance from the tavern. The Tribunal was satisfied that the intervening distances act as a reasonable buffer to the likely increased activity and noise. It is noted that the application now seeks approval for 150 patrons, where previously 96 patrons were allowed, and an assessment from an acoustic expert has concluded that:

The peak patron noise of 49dB(A) Leq is expected to occur in the afternoon hours between the hours of 3pm and 7pm, the amenity impact of the additional patrons will be minimal as any noise impacts from the patrons will be below the average background level during this period. Council's Environmental Health Unit have not raised any concerns about this.

Issues around music noise have been detailed earlier in the report and will not be repeated here.

#### Car Parking

VCAT supported the waiving of car parking associated with a tavern which had a maximum capacity of 96 patrons. The waiving of car parking was supported on the basis that:



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- Many of the patrons of the tavern will also be visiting the beach:
- Many of the patrons will be 'locals' who may well walk or ride their bicycles to this beach;
- A shuttle bus services the site in busy summer months;
- There is sufficient local on street car parking to deal with any additional parking demand generated by the proposal:
- Building a bigger car parking area in this location is inconsistent with the temporary nature of the use and
  may well have an adverse impact on the landscape of this foreshore area;
- While there will be an overwhelming level of car parking in the peak holiday period (Christmas to New Year or January long weekend), this is not a valid reason to refuse the application. There will be peak parking demand with, or without, the proposal going ahead and many summer beach goers would regard it as 'going with the territory' that finding a car park near the beach in peak periods is a challenge.

Reference was also made to a previous VCAT decision St John Sutton v Surf Coast SC [2008] VCAT 827 where the Tribunal found:

Providing additional car parking is a major problem for development in coastal settlements and is not unique to Lorne. In this case I agree with Council that there should be a complete waiver of the requirement for additional car parking resulting from an upgrading and expansion of additional facilities. There is no opportunity for additional on-site parking or loading facilities close to the development without utilising more of the foreshore reserve.

It is considered that the above assessment is relevant to the current application and the waiving of car parking associated with 150 patrons is supported.

#### Objections

The objections have been responded to as follows:

The tavern will impact on the enjoyment of the public viewing platform

The tavern will change the experience available from the public viewing platform. The use of the land and the buildings and works have been supported by the Public Land Manager and DELWP.

The facility is inappropriate to be used as a tavern due to inadequate parking and toilet facilities. The toilets provided do not appear to meet the requirements of the Building Code of Australia

The provision of toilet facilities will be assessed as part of the Building Permit process. This is not a relevant planning consideration.

The venue cannot sustain an increase in patron numbers to 150 patrons

The permit applicant has provided an assessment from a Building Surveyor that sets out that more than 150 patrons can be accommodated in the venue. Again, a Building Surveyor will need to consider this issue as part of the Building Permit phase.

Patron numbers are relevant to the planning assessment, particularly in relation to noise and car parking. This assessment is set out above.

To allow a waiving of car parking means that parking areas available for the users of the Fisherman's Beach Precinct will be overtaken by those visiting the tavern

This issue has been addressed earlier in the report. The waiving of car parking is supported

#### A function centre is inappropriate

Initially the application sought approval for a function centre. This element of the proposal has been deleted.

Businesses should not be allowed to derive a profit from using a public asset

This seems to be a philosophical position. DELWP and GORCC have supported the application, noting that GORCC will need to issue a licence under Section 17B of the Crown Land (Reserves) Act 1987.

Illegal car parking will be encouraged if car parking is waived

Council's Local Laws are can issue fines if there is illegal car parking.

There is no clear link between the use of the land as a tavern and a propensity for patrons to park illegally.

A decision on this application should be delayed by six weeks while objectors undertake additional community consultation

Council has statutory obligations under the Planning and Environment Act 1987. The notice periods which were undertaken align with the requirements of the Act.



Planning Application No: 17/0258

If a decision is not made on the application within 60 statutory days, an avenue is available to the applicant to appeal to VCAT against Council's failure to determine the application.

There should have been a tender process to allow a business to operate from the public land This is not a Council matter and the concern should be raised with the land manager.

The lighting is intrusive and detracts from the peaceful landscape. Lighting should be shrouded to reduce its visual impact

Permit conditions restrict the hours of operation of the use. Any lighting which is visible during these times, which generally align with daylight hours, is considered acceptable.

Noise is intrusive and impossible to escape, including from nearby residential properties and the beach.

The noise from bass is particularly intrusive

Permit conditions restrict the hours of operation.

Permit conditions address noise and require the use of a noise limiter, to ensure that noise limits as identified by an acoustic expert as being appropriate are not exceeded.

As more patrons are proposed, the noise assessment should be upgraded

The noise assessment has been upgraded to demonstrate that the noise associated with the increased number of patrons will not exceed background noise levels experienced at the nearby residential properties.

The increased hours of operation will increase amenity impacts

The increased hours of operation have not been supported.

The VCAT decision was for a temporary permit and should not be relied upon or be persuasive in the consideration of a new and different application

The assessment of the application is included earlier in the report.

The VCAT determination did not decide the critical question as to whether the use is consistent with the recommendations under the Crown Land Reservation Act 1970. Council lacks the power to grant a permit for an inconsistent use

It is considered that the use is consistent with the permanent reservation which applies to the land which is for "the protection of the coastline" because:

- The application has been supported by DELWP, representing the Crown;
- The application has been supported by GORCC, the Committee of Management under the Crown Land (Reserves) Act 1978;
- The application for a pop-up tavern was supported by VCAT legal member Philip Martin and this issue was considered at the hearing;
- Under Section 17B of the Crown Land (Reserves) Act 1978, where GORCC as the Committee of Management, will be required to issue a licence for the application for purposes which are consistent with the purpose of the Reserve;
- The use is considered to be 'not detrimental' to the purpose of the reservation.

The development is detrimental to the visual amenity of the area

The buildings and works associated with the application are considered appropriate in this commercial node location.

Consumption of alcohol in a public place is prohibited and is contrary to Council's local law

Approval is sought for a liquor licence to allow the sale and consumption of liquor on the premises. The licence does not allow for the sale of liquor for consumption off the premises.

Has the ability for the building to support the additional loads from the buildings and people been checked? The applicant has advised that this issue has been considered. The relevant Building Surveyor will need to consider this issue in detail as part of the Building Permit process.

A noise limiter should be required

Permit conditions require the installation of a noise limiter.

Noise should comply with the SEPP N-2 requirements for music noise from indoor venues Permit conditions reflect this requirement.



Planning Application No: 17/0258

**CONCLUSION**It is recommended that a Notice of Decision be issued in support of the application.

## 3. OFFICE OF THE CEO

Nil

## 4. GOVERNANCE & INFRASTRUCTURE

## 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2017

Author's Title: Coordinator Management Accounting General Manager: Anne Howard **Department:** Finance File No: F17/954 Division: Governance & Infrastructure Trim No: IC17/1279 Appendix: Nil Officer Direct or Indirect Conflict of Interest: Status: In accordance with Local Government Act 1989 -Information classified confidential in accordance with Section 80C: Local Government Act 1989 – Section 77(2)(c):  $\times$  No Yes Yes Reason: Nil Reason: Nil

### **Purpose**

The purpose of this report is to seek Council's approval of the Project Budget Adjustments and Cash Reserve Transfers – October 2017.

## **Summary**

The project Budget Adjustments and Cash Reserve transfers report for October 2017 are included in this report. All figures in this report are exclusive of GST.

## Recommendation

That Council:

- 1. Approve the Project Budget Adjustments outlined in Tables 1 to 3 in this report.
- 2. Approve the following net changes to cash reserves resulting from the project budget adjustments listed in this report:

| Funding Sources                         | Transfers From/ (to)<br>Reserve |
|---|---------------------------------|
| Asset Renewal Reserve                   | (20,655)                        |
| Waste Reserve                           | (310,193)                       |
| Accumulated Unallocated Reserve         | 5,000                           |
| Adopted Strategy Implementation Reserve | (7,769)                         |
| Grand Total                             | (333,617)                       |

3. Approve that the existing \$60K for the Painkalac Project, have a scope change to deliver development of a concept plan for the area, assess feasibility of key infrastructure and undertake preliminary consultation with the community.

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2017

#### Report

### Background

Council allocates project funding to projects through its annual budget or specific resolution.

From time to time, situations arise whereby initial budgets need to be reconsidered to achieve their planned objectives and project scope. It is important that Council's decisions to adjust project budgets from the originally approved allocations are open and transparent to the community. Therefore any changes to initially approved project budgets are reported in a manner that demonstrates the diligence and transparency of the organisation's project management processes.

Closure of projects is another important process for maintaining a well-managed program and involves financial review, asset management and project review activities. Projects reported for closure have been through Council's project review and closure process.

#### **Discussion**

The following budget transfers, detailed in Table 1, are newly initiated projects.

Table 1 - Newly Initiated Projects

| Project Name                                | Funding Source                                | Basis for Variation  | Project<br>Allocation<br>\$ |
|---|---|--|-----------------------------|
| Barwon Valley Pony Club<br>Storage Facility | Grant Funded                                  | The Barwon Valley Pony Club Storage Facility is a \$20K project funded by a Club contribution of \$10K and an Australian Government Stronger Communities Program grant of \$10K. The project includes 'scope to budget' contingency. Project Management will be funded via the Community Project Management Support Fund. This transfer brings the income onto the project budget. | 10,000                      |
| Barwon Valley Pony Club<br>Storage Facility | Contribution<br>Funded                        | As Above   | 10,000                      |
| 9671: Stribling Reserve<br>Lighting Upgrade | Adopted Strategy<br>Implementation<br>Reserve | Project is ready to proceed therefore need to withdraw funds from Adopted Strategy Implementation Reserve to project account per budget approved via Council meeting resolution 22/11/16.  | 92,231                      |
| 9671: Stribling Reserve<br>Lighting Upgrade | Grant Funded                                  | Project income and expenditure budgets need to increase by \$10k to recognise final milestone payment of \$10K that will be received at conclusion of project, therefore full value of grant funds of \$100k from DHHS per grant agreement D17/72313.  | 10,000                      |

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2017

The following budget transfers, detailed in Table 2, are required where it has been identified that projects require adjustments to their approved budgets to allow achievement of project scope and objectives; or there is a request to adjust scope of project.

| Project Name  | Funding Source                                | Basis for Variation   | Project<br>Allocation<br>\$ |
|---|---|---|-----------------------------|
| 9539: Spring Creek Rec<br>Reserve Master Plan (Stage<br>2) - Netball Facility Upgrade | Grant Funded                                  | Australian Government funding agreement for \$200K contribution to the project has been signed and Club has contributed \$25K to contingency.   | 200,000                     |
| 9539: Spring Creek Rec<br>Reserve Master Plan (Stage<br>2) - Netball Facility Upgrade | Contribution<br>Funded                        | As Above.   | 25,000                      |
| 8740: 2 Fraser Drive - Aireys<br>Inlet Development                                    | Project Savings<br>Account                    | Additional funds required to engage real estate agent marketing support to promote and distribute Expression of Interest document to relevant parties.  | 3,000                       |
| 8724: Winchelsea Golf Club<br>Sustainable Course Irrigation<br>Project                | Grant Funded                                  | \$7,500 correction to DHHS grant funding to include final milestone payment of \$7,500 and Club contribution of \$37K (including \$10,500 club funded contingency) confirmed via funding agreement.                                 | 7,500                       |
| 8724: Winchelsea Golf Club<br>Sustainable Course Irrigation<br>Project                | Contribution<br>Funded                        | As above.   | 37,000                      |
| 9538: Anglesea Cricket<br>Pavilion Upgrade Stage 1<br>(income)                        | Accumulated<br>Unallocated<br>Reserve         | Budget correction re income budget incorrectly included \$10K of non-cash 'in-kind' design value and correction of \$5k to expenditure budget to match May Council Resolution.  | 5,000                       |
| 9538: Anglesea Cricket<br>Pavilion Upgrade Stage 1<br>(income)                        | Project Account                               | As above.   | 5,000                       |
| 8470: Hinterland Futures  | Project Account                               | Funds to be allocated from 2017/18 Towards Environmental Leadership allocation (PRO17-16, GL 8582 / W8088) to increase Hinterland Futures project consistent with intended distribution of TEL funds approved in budget.            | 40,000                      |
| 8632: Strengthening Town<br>Boundaries  | Project Account                               | Funds to be allocated from 2017/18 Towards Environmental Leadership allocation (PRO17-16, GL 8582 / W8088) to increase Strengthening Town Boundaries project consistent with intended distribution of TEL funds approved in budget. | 20,000                      |
| 8735: Supporting Growth<br>Initiatives - Winchelsea /<br>Moriac                       | Adopted Strategy<br>Implementation<br>Reserve | Transfer funds to Adopted Strategy Implementation Reserve to be quarantined for future implementation of initiatives identified via 2017/18 'Planning for Growth' project (PRO18-212, GL 8731, W9162 \$40K)                         | (100,000)                   |

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2017

The following budget transfers, detailed in Table 3, represent projects that have been successfully completed and are presented to Council for acknowledgement. Where unexpended funds remain they are returned to the source of funding as per Council's business practices.

**Table 3 Projects to be Closed** 

| Project Name   | Funding Source           | Basis for Variation   | Project<br>Allocation<br>\$ |
|--|--------------------------|---|-----------------------------|
| 9520: Anglesea Landfill<br>Stormwater Improvements<br>Construction | Waste Reserve            | The stormwater improvements have completed at a significantly lower cost than was anticipated when the estimate informed to project allocation. Unexpended funds can be returned to source. This includes \$18,600 contingency to be returned to Waste Reserve. | (310,193)                   |
| 9661: Guard Rail Renewal   | Asset Renewal<br>Reserve | Scope complete and savings can be returned to source.   | (20,655)                    |

#### Request for endorsement of Project Scope change

In addition to the transfers and adjustments outlined in the Tables 1, 2 and 3, another project adjustment needs endorsement by Council.

Council has established a project to determine the feasibility of waterway crossings in the Painkalac Valley using \$60K of funds that had been allocated in previous years and was held in the Adopted Strategy Cash Reserve.

As this project has been scoped there has been further recognition of the importance of the Painkalac Creek and valley, in particular its role in showcasing the unique environment to locals and visitors. Officers believe that it is more beneficial to assess the strategic opportunity that Painkalac Creek will have as an environmental and eco-tourism asset in addition to the feasibility of desired infrastructure that may include a pedestrian crossing of the Painkalac Creek.

Officers are seeking Council's agreement to amend the scope for the Painkalac Project to allow the \$60K to be used for development of The Painkalac Project concept and feasibility study, including consultation with the community about this work.

#### Financial Implications

The proposed Project Budget Adjustments and Cash Reserve Transfers are outlined in this Report. Through this report all financial implications of the project budget adjustments and cash reserve transfers are clearly and transparently presented to Council and the community.

#### Council Plan

Theme 5 High Performing Council

Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives
Strategy 5.1.1 Establish long-term financial principles and incorporate into the long-term financial plan

#### Policy/Legal Implications

Not applicable.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

Not applicable.

#### Social Considerations

Not applicable.

#### 4.1 Project Budget Adjustments and Cash Reserve Transfers - October 2017

#### Community Engagement

Not applicable.

# Options

#### Option 1 – Not approve transfers as recommended

This option is not recommended because transfers are necessary to allow ongoing delivery and closure of projects, and have been through a series of governance checks.

 $\frac{Option\ 2-Adopt\ officer\ recommendation}{This\ option\ is\ recommended\ by\ officers\ as\ the\ project\ budgets\ and\ cash\ reserve\ transfers\ supports}$ implementations of Council's strategies.

#### **Environmental Implications**

Not applicable.

#### Communication

Not applicable.

#### Conclusion

It is recommended that Council approve the Project Budget Adjustments and Cash Reserve Transfers for October 2017.

### 4.2 September 2017 Quarterly Finance Report

| Author's Title:                 | Coordinator Management Accounting    | General Manager: | Anne Howard   |
|---------------------------------|--------------------------------------|------------------|---|
| Department:                     | Finance                              | File No:         | F17/954   |
| Division:                       | Governance & Infrastructure          | Trim No:         | IC17/1272   |
| Appendix:                       |                                      |                  |   |
| 1. September                    | 2017 Quarterly Finance Report (D17/1 | 16111)           |   |
| Officer Direct o                | r Indirect Conflict of Interest:     | Status:          |   |
| In accordance w<br>Section 80C: | =                                    |                  | onfidential in accordance with 1989 – Section 77(2)(c): |
| Yes<br>Reason: Nil              | No                                   | Yes IReason: Nil | No  |

#### **Purpose**

The purpose of this report is to receive and note the September 2017 Quarterly Finance Report.

#### **Summary**

The September 2017 Quarterly Finance report includes the Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity and Statement of Capital Works

#### Recommendation

That Council notes the quarterly financial report for September 2017.

#### 4.2 September 2017 Quarterly Finance Report

#### Report

#### Background

Council reports quarterly on its financial results in accordance with section 138 of the Local Government Act.

#### Discussion

Quarterly financial statements included with the attached report include:

- Comprehensive Income Statement:
  - Comparison of Council's actual versus budget income and revenue for the quarter ending 30 September 2017.
- Balance Sheet:
  - o Comparison of Council's actual assets and liabilities versus budget as at 30 September 2017.
- Statement of Cash Flows:
  - Statement of cash flows related to Council's actual operations and activities, and reconciliation to Council's total cash holdings versus budget for the quarter ending 30 September 2017.
- Statement of Changes in Equity:
  - o Council's actual equity position versus budget as at 30 September 2017.
- Statement of Capital Works:
  - Statement of Council's capital works expenditure versus budget for the quarter ending 30 September 2017.

Council's year to date net surplus is \$37.1 million, which is \$2.6 million ahead of the year to date budget. This is mainly due to the timing of delivery of programs and expensed capital works projects.

#### Financial Implications

Council is on track to deliver its full year budget.

#### Council Plan

Theme 5 High Performing Council

Objective 5.1 Ensure Council is financially sustainable and has the capability to deliver strategic objectives Strategy 5.1.1 Establish long-term financial principles and incorporate into the long-term financial plan

#### Policy/Legal Implications

Section 138(1) of the Local Government Act states that:

'At least every 3 months, the Chief Executive Officer must ensure that a statement comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure is presented to the Council at a Council meeting which is open to the public.'

The Quarterly Finance Report fulfils this requirement.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

Not applicable.

#### Social Considerations

Not applicable.

#### Community Engagement

Not applicable.

#### **Environmental Implications**

Not applicable.

#### Communication

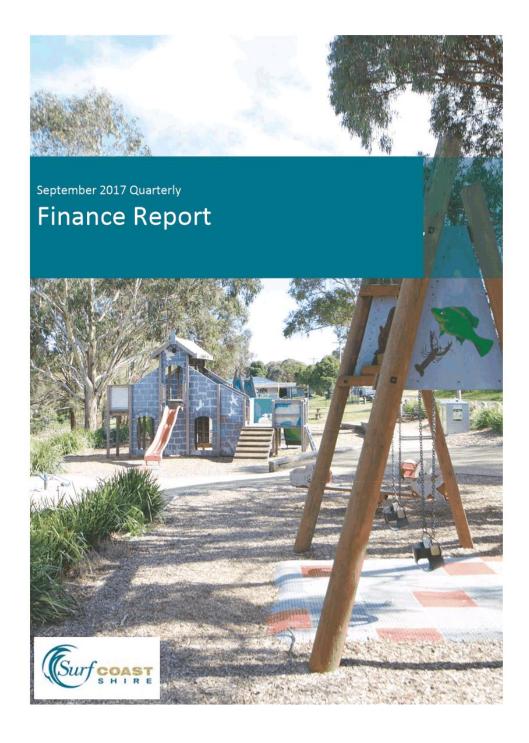
Not applicable.

#### Conclusion

Council remains in a sound financial position.

# 4.2 September 2017 Quarterly Finance Report

# APPENDIX 1 SEPTEMBER 2017 QUARTERLY FINANCE REPORT



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### 1 Comprehensive Income Statement

For the quarter ended 30 September 2017

|   | Notes             | YTD<br>Actuals<br>\$'000 | YTD<br>Budget<br>\$'000 | Annual<br>Budget<br>S'000 | Varian<br>Actua<br>YTD Bu<br>\$'000 | ıl v                                    | Variance<br>Actual<br>Annual Bud<br>S'000 | v    |
|---|-------------------|--------------------------|-------------------------|---------------------------|-------------------------------------|---|---|------|
| Income  | Notes             | \$ 000                   | 3 000                   | 3 000                     | \$ 000                              | -                                       | \$ 000                                    |      |
| Rates and charges   |                   | 49,317                   | 49.006                  | 49,353                    | 311                                 | 1%                                      | (36)                                      | 0%   |
| Statutory fees and fines  |                   | 458                      | 367                     | 1,890                     | 91                                  | 25%                                     | (1,431)                                   | 76%  |
| User charges  |                   | 1,423                    | 1,479                   | 6,168                     | (56)                                | {                                       | (4,744)                                   | 77%  |
| Grants - Operating  |                   | 1,748                    | 1.434                   | 5.832                     | 315                                 | 22%                                     | (4.084)                                   | 70%  |
| Grants - Capital  |                   | 395                      | 28                      | 2,378                     | 367                                 | 1323%                                   | (1,984)                                   | 83%  |
| Contributions - monetary  |                   | 1,077                    | 755                     | 3,554                     | 321                                 | 43%                                     | (2,478)                                   | 70%  |
| Contributions - non-monetary assets   |                   |                          | -                       | 12,580                    |                                     | 0%                                      | (12,580)                                  | 100% |
| Net gain/(loss) on disposal of property infrastructure, plant and equipment |                   | 1                        | (35)                    | 1                         | 36                                  | 102%                                    |   | 9%   |
| Other Income  |                   | 254                      | 221                     | 883                       | 33                                  | 15%                                     | (629)                                     | 71%  |
| Total Income  |                   | 54,673                   | 53,255                  | 82,639                    | 1,419                               | 643%                                    | (27,965)                                  | 34%  |
| Expenses Employee costs   | 1                 | 6,045                    | 6,606                   | 29,394                    | 561                                 | 8%                                      | 23,349                                    | 79%  |
| Materials and services  | 2                 | 5.117                    | 6.051                   | 24,917                    | 935                                 | 15%                                     | 19.800                                    | 79%  |
| Bad and doubtful debts  | -                 | 15                       | 26                      | 80                        | 11                                  | 42%                                     | 64  | 81%  |
| Depreciation  |                   | 3,303                    | 2.899                   | 11,597                    | (404)                               | 1                                       | 8,293                                     | 72%  |
| Borrowing costs   |                   | 252                      | 252                     | 1,031                     | ( ,                                 | 0%                                      | 779                                       | 76%  |
| Asset write offs  |                   |                          | -                       | 414                       | -                                   | 0%                                      | 414                                       | 100% |
| Other Expenses  |                   | 308                      | 351                     | 1,255                     | 43                                  | 12%                                     | 947                                       | 75%  |
| Total expenses  |                   | 15,040                   | 16,185                  | 68,686                    | 1,146                               | 7%                                      | 53,647                                    | 78%  |
|   |                   |                          |                         |                           |                                     |   |   |      |
| Surplus/(deficit) for the year  |                   | 39,634                   | 37,069                  | 13,952                    | 2,564                               | 7%                                      | 25,681                                    | 184% |
| Other Comprehensive Income Items that will not be reclassified to surplus   | or deficit in fut | ure periods              |                         |                           |                                     | *************************************** |   |      |
| Net asset revaluation increment   |                   | -                        | -                       | 1,103                     | -                                   | 0%                                      | (1,103)                                   | 100% |
| Total Comprehensive Result  |                   | 39,634                   | 37,069                  | 15,055                    | 2,564                               | 7%                                      | 24,578                                    | 163% |

<sup>1.</sup> Employee costs, variance is mainly due to vacancies.

 $<sup>2. \,</sup> Materials \, and \, Services, variance \, mainly \, relates \, to \, timing \, of \, delivery \, of \, programs \, and \, expensed \, capital \, works.$ 

# 2 Balance Sheet

# As at 30 September 2017

|  |       | YTD              | YTD              | Annual           | Variances<br>Actual v |      | Variance<br>Actual v | v         |
|--|-------|------------------|------------------|------------------|-----------------------|------|----------------------|-----------|
|  | Notes | Actuals<br>S'000 | Budget<br>\$'000 | Budget<br>\$'000 | YTD Budge<br>\$'000   | et % | Annual Bud<br>\$1000 | dget<br>% |
| Assets   | Notes | 3 000            | \$ 000           | أ                | 3 000                 | ,,,  | 3000                 | 70        |
| Current assets                                 |       |                  |                  | - 1              | i i                   |      |                      |           |
| Cash and cash equivalents                      | 1     | 2,136            | 18,510           | 21,208           | (16,374)              | 88%  | (19,071)             | 90%       |
| Trade and other receivables                    | 2     | 42,530           | 44,422           | 3,082            | (1,891)               | 4%   | 39,448               | 1280%     |
| Other financial assets                         | 1     | 32,080           | 15,000           | 15,000           | 17,080                | 114% | 17,080               | 114%      |
| Inventories                                    | 1     | 270              | 293              | 299              | (23)                  | 8%   | (29)                 | 10%       |
| Non-current assets classified as held for sale |       | -                | 529              |                  | (529)                 | 100% | (25)                 | 0%        |
| Other assets                                   |       | 380              | 310              | 553              | 70                    | 23%  | (172)                | 31%       |
| Total current assets                           |       | 77,397           | 79,065           | 40,141           | (1,667)               | 2%   | 37,256               | 93%       |
|  |       |                  |                  |                  |                       |      |                      |           |
| Non current assets                             |       |                  |                  | [                | 44.11                 |      | ,                    |           |
| Trade and other receivables                    |       | 47               | 70               | 70               | (23)                  | 32%  | (23)                 | 32%       |
| Other financial assets                         | 1     |                  | 1,000            | 1,000            | (1,000)               | 100% | (1,000)              | 100%      |
| Property, infrastructure plant & equipment     | 3     | 516,110          | 472,833          | 492,532          | 43,277                | 9%   | 23,578               | 5%        |
| Investments in associates and joint ventures   |       | 457              | 537              | 537              | (80)                  | 15%  | (80)                 | 15%       |
| Total non current assets                       |       | 516,614          | 474,439          | 494,138          | 42,174                | 9%   | 22,475               | 5%        |
| Total assets                                   |       | 594,011          | 553,504          | 534,279          | 40,507                | 7%   | 59,731               | 11%       |
| Liabilities                                    |       |                  |                  |                  |                       |      |                      |           |
| Current liabilities                            |       |                  |                  | - 1              |                       |      |                      |           |
| Trade and other payables                       |       | 840              | 1,500            | 3,688            | 660                   | 44%  | 2,847                | 77%       |
| Trust funds and deposits                       |       | 3,012            | 2,760            | 1,900            | (252)                 | 9%   | (1,112)              | 59%       |
| Provisions                                     |       | 5,693            | 6,196            | 5,165            | 503                   | 8%   | (528)                | 10%       |
| Interest bearing liabilities                   |       | 5,655            | 514              | 951              | 303                   | 0%   | 437                  | 46%       |
| Other Liabilities                              |       | 137              | 36               | 36               | (101)                 | 280% | (101)                | 280%      |
| Total current liabilities                      |       | 10,196           | 11,005           | 11,740           | 809                   | 7%   | 1,543                | 13%       |
|  |       |                  |                  |                  |                       |      |                      |           |
| Non current liabilities                        |       |                  |                  | - 1              | i i                   |      |                      | .         |
| Provisions                                     | 4     | 11,628           | 12,469           | 12,475           | 841                   | 7%   | 847                  | 7%        |
| Interest bearing liabilities                   |       | 14,262           | 14,262           | 16,311           | 0                     | 0%   | 2,049                | 13%       |
| Total non current liabilities                  |       | 25,890           | 26,730           | 28,786           | 841                   | 3%   | 2,896                | 10%       |
| Total liabilities                              |       | 36,086           | 37,736           | 40,526           | 1,650                 | 4%   | 4,440                | 11%       |
|  |       |                  |                  |                  |                       |      |                      |           |
| Net assets                                     |       | 557,925          | 515,768          | 493,754          | 42,157                | 8%   | (64,171)             | 13%       |
| Equity   |       |                  |                  |                  |                       |      |                      |           |
| Accumulated surplus                            |       | 251,009          | 234,455          | 214,044          | 16,554                | 7%   | 36,965               | 17%       |
| Assets revaluation reserve                     |       | 281,199          | 257,211          | 243,634          | 23,988                | 9%   | 37,565               | 15%       |
| Other reserves                                 |       | 25,717           | 24,102           | 36,076           | 1,614                 | 7%   | (10,359)             | 29%       |
| Total equity                                   |       | 557,925          | 515,768          | 493,754          | 42.157                | 8%   | 64,171               | 13%       |

<sup>1.</sup> Total cash and investment holdings variance is \$294k, mix of short and medium term investments weighted differently.
2. Trade and other receivables variance is mainly due to payment of rates higher than budget.
3. Property, infrastructure plant & equipment opening balance \$43m higher than forecast mainly due to revaluation and recognition of previously unrecognised assets.
4. Provision variance is mainly due to a lower actual opening balance compared to forecast.

#### 3 Statement of Cash Flows

For the quarter ended 30 September 2017

| Cash flow from operating activities Rates and charges Grants - operating Grants - capital Contributions Interest received Statutory fees and fines User charges Net GST refund/payment Deposits received/(refunded) Employee costs | 1 | 10,218<br>1,918<br>395<br>1,077 | 7,606<br>1,544<br>28 | 49,353<br>6,032 | 2,612<br>374 | 34%        |          |            |
|--|---|---------------------------------|----------------------|-----------------|--------------|------------|----------|------------|
| Grants - operating Grants - capital Contributions Interest received Statutory fees and fines User charges Net GST refund/payment Deposits received/(refunded)  | 1 | 1,918<br>395<br>1,077           | 1,544<br>28          | 6,032           |              | 34%        | 1        |            |
| Grants - Capital Contributions Interest received Statutory fees and fines User charges Net GST refund/payment Deposits received/(refunded)   |   | 395<br>1,077                    | 28                   | .,              | 374          |            | (39,134) | 79%        |
| Contributions Interest received Statutory fees and fines User charges Net GST refund/payment Deposits received/(refunded)  |   | 1,077                           |                      |                 | 3/4 :        | 24%        | (4,114)  | 68%        |
| Interest received<br>Statutory fees and fines<br>User charges<br>Net GST refund/payment<br>Deposits received/(refunded)  |   |                                 | 012                  | 2,378           | 367          | 1323%      | (1,984)  | 83%        |
| Statutory fees and fines<br>User charges<br>Net GST refund/payment<br>Deposits received/(refunded)   |   | 243                             | 813                  | 3,554           | 263          | 32%        | (2,478)  | 70%        |
| User charges<br>Net GST refund/payment<br>Deposits received/(refunded)   |   | 243                             | 221                  | 883             | 22           | 10%        | (640)    | 72%        |
| Net GST refund/payment<br>Deposits received/(refunded)   |   | 458                             | 425                  | 1,890           | 33           | 8%         | (1,431)  | 76%        |
| Deposits received/(refunded)   |   | 1,292                           | 1,591                | 6,323           | (299)        | 19%        | (5,030)  | 80%        |
|  |   | 2,025                           | 1,014                | 4,029           | 1,011        | 100%       | (2,004)  | 50%        |
| Employee costs   |   | 361                             | 897                  | 37              | (536)        | 60%        | 324      | 868%       |
|  |   | (5,941)                         | (6,591)              | (29,335)        | 650          | 10%        | 23,394   | 80%        |
| Materials and Services   | 2 | (13,119)                        | (9,889)              | (31,933)        | (3,230)      | 33%        | 18,814   | 59%        |
| Net cash provided from operating activities  |   | (1,073)                         | (2,341)              | 13,211          | 1,268        | 54%        | (14,284) | 108%       |
| Cash Flows from investing activities   |   |                                 |                      |                 |              |            |          |            |
| Proceeds from sale of property, plant & equipment  |   | 1                               | 70                   | 928             | (70)         | 99%        | (927)    | 100%       |
| Payments for property, plant, equipment &<br>infrastructure assets   |   | (3,093)                         | (2,721)              | (18,140)        | (372)        | 14%        | 15,046   | 83%        |
| Cash Flows from investing activities   |   | 4,300                           |                      | -               | 4,300        | 0%         | 4,300    | 0%         |
| Net cash used in investing activities  |   | 1,208                           | (2,650)              | (17,212)        | 3,858        | 146%       | 18,420   | 107%       |
| Cash flows from financing activities   |   |                                 |                      |                 |              |            |          |            |
| Finance costs  |   | (252)                           | (252)                | (1,031)         |              | 0%         | 779      | 76%        |
| Proceeds from interest bearing loans and borrowings  |   | -                               | -                    | 3,000           | -            | 0%         | (3,000)  | 100%       |
| Repayment of interest bearing loans and borrowings   |   | (161)                           | (161)                | (675)           | 0            | 0%         | 514      | 76%        |
| Net cash provided from financing activities  |   | (413)                           | (413)                | 1,294           | 0            | 0%         | (1,707)  | 132%       |
| Net increase/(decrease) in cash & cash equivalents held  |   | (277)                           | (5,404)              | (2,706)         | 5,126        | 95%        | 2,429    | 90%        |
| Cash & cash equivalents at the beginning of the period   |   | 2,414                           | 23,914               | 23,914          | (21,500)     | 90%        | (21,500) | 90%        |
| Cash & cash equivalents at the end of the period   |   | 2,136                           | 18,510               | 21,208          | (16,374)     | 88%        | (19,071) | 90%        |
| Investments (current and non-current financial assets)   |   | 32,080                          | 16,000               | 16,000          | 16,080       | 101%<br>0% | 16,080   | 101%<br>0% |
| Total cash & investments at the end of the period  |   | 34,216                          | 34.510               | 37,208          | (294)        | 1%         | (2,991)  | 8%         |

 $<sup>1. \ {\</sup>sf Rates} \ \& \ {\sf Charges} \ {\sf received} \ {\sf early} \ {\sf due} \ {\sf to} \ {\sf the} \ {\sf instalment} \ {\sf date} \ {\sf being} \ {\sf the} \ {\sf start} \ {\sf of} \ {\sf October}$ 

### 4 Statement of Changes in Equity

As at 30 September 2017

|                        | YTD<br>Actuals<br>\$'000 | YTD<br>Budget<br>\$'000 | Annual<br>Budget<br>\$'000 | YTD Budget |    | Variances<br>Actual v<br>Annual Budget<br>\$'000 % |      |
|------------------------|--------------------------|-------------------------|----------------------------|------------|----|--|------|
| Equity Opening Balance | 518,291                  | 478,698                 | 478,698                    | 39,593     | 8% | 39,593   | 8%   |
| Surplus for the Year   | 39,634                   | 37,069                  | 13,952                     | 2,564      | 7% | 25,681   | 184% |
| Net Asset Revaluation  |                          | -                       | 1,103                      | -          | 0% | (1,103)  | 100% |
| Total Equity           | 557,925                  | 515,768                 | 493,754                    | 42,157     | 8% | 64,171   | 13%  |

<sup>2.</sup> Materials and Services variance is mainly due to actual opening accounts payable balance being \$3m higher than budget.

### 5 Statement of Capital Works

As at 30 September 2017

|   |       |         | YTD    | Annual | Variano<br>Actual |      | Variances<br>Actual v |          |
|---|-------|---------|--------|--------|-------------------|------|-----------------------|----------|
|   |       | Actuals | Budget | Budget |                   | get  | Annual Bu             | dget     |
|   | Notes | \$'000  | \$'000 | \$'000 | \$'000            | %    | \$'000                | <b>%</b> |
| Property                                |       |         |        |        |                   |      |                       |          |
| Land                                    |       | -       |        | 1      | (1)               | 567% | 1                     | 0%       |
| Buildings                               |       | 1,318   | 792    | 5,280  | (526)             | 66%  | 3,962                 | 75%      |
| Total Property                          |       | 1,318   | 792    | 5,281  | (527)             |      | 3,963                 | 75%      |
| Plant and Equipment                     |       |         |        |        |                   |      |                       |          |
| Plant, Machinery and Equipment          |       | 74      | 240    | 1,600  | 166               | 69%  | 1,526                 | 95%      |
| Computers and Telecommunications        |       | 72      | 150    | 998    | 77                | 52%  | 926                   | 93%      |
| Fixtures, Fitting and Furniture         |       | -       | 1      | 5      | 1                 | 100% | 5                     | 100%     |
| Total Plant and Equipment               |       | 146     | 390    | 2,603  | 244               |      | 2,457                 | 94%      |
| Infrastructure                          |       |         |        |        |                   |      |                       |          |
| Roads                                   |       | 1,201   | 1,141  | 7,604  | (60)              | 5%   | 6,403                 | 84%      |
| Bridges                                 |       |         | 6      | 40     | 6                 | 98%  | 40                    | 100%     |
| Footpaths and Cycleways                 |       | 64      | 41     | 271    | (23)              | 57%  | 207                   | 76%      |
| Drainage                                |       | 57      | 53     | 353    | (5)               | 9%   | 296                   | 84%      |
| Parks, Open Space and Streetscapes      |       | 278     | 182    | 1,215  | (95)              | 52%  | 937                   | 77%      |
| Recreation, Leisure and Community Facil | ities | 30      | 116    | 774    | 86                | 75%  | 744                   | 96%      |
| Expensed Capital Works                  |       | 138     | 575    | 3,830  | 436               | 76%  | 3,692                 | 96%      |
| Landfill Provision Works                |       | 459     | 189    | 1,258  | (271)             | 143% | 798                   | 63%      |
| Total Infrastructure                    |       | 2,227   | 2,302  | 15,344 | 75                | 3%   | 13,117                | 85%      |
| Total Capital Works                     | 1     | 3,690   | 3,484  | 23,227 | (206)             | 6%   | 19,537                | 84%      |
|   |       |         |        |        |                   |      |                       |          |
| Represented by:                         |       |         |        |        |                   |      |                       |          |
| Renewal                                 |       | 1,011   | 863    | 5,751  | (148)             | 17%  | 4,740                 | 82%      |
| Upgrade                                 |       | 508     | 925    | 6,166  | 417               | 45%  | 5,658                 | 92%      |
| Expansion                               |       |         | -      | -      | -                 | 0%   | -                     | 0%       |
| New                                     |       | 1,574   | 933    | 6,223  | (641)             | 69%  | 4,649                 | 75%      |
| Expensed Capital Works                  |       | 138     | 575    | 3,830  | 436               | 76%  | 3,692                 | 96%      |
| Landfill Provision Works                |       | 459     | 189    | 1,258  | (271)             | 143% | 798                   | 63%      |
| Total Capital Works                     |       | 3,690   | 3,484  | 23,227 | (206)             | 6%   | 19,537                | 84%      |

 $<sup>\</sup>textbf{1.} \textbf{ Generally all project spend variations are only timing and spending of carry forward of unspent budgeted funds.} \\$ 

Author's Title:Manager Governance & RiskGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F11/786Division:Governance & InfrastructureTrim No:IC17/1109

Appendix:

 Surf Coast Shire - Quarter 1 - Councillor Payment Summary - 1 July 2017 to 30 September 2017 (D17/113359)

Officer Direct or Indirect Conflict of Interest:

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

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

Yes

No

Reason: Nil

Status:

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

Reason: Nil

#### **Purpose**

The purpose of this report is to present Councillor allowances and expenses paid during the period from 1 July to 30 September 2017.

#### **Summary**

In order to ensure the highest levels of transparency and accountability, Council has resolved to make Councillor allowances and expenses available to the public through a quarterly statement reported at Ordinary Council meetings which is also published on Council's website.

Accordingly a report covering Councillor allowances and expenses for the period from 1 July to 30 September 2017 is attached.

It should be noted that some payments e.g. travel costs are included at the time they are paid out rather than when incurred, therefore figures quoted may include expenses from outside this reporting period. End of year receipting is still currently in progress and the figures in this report may therefore vary to those appearing in Council's final annual report.

#### Recommendation

That Council:

- 1. Note the attached summary of Councillor allowances and expenses for the period 1 July to 30 September 2017 (Appendix 1).
- 2. Publish the summary on Council's website.

#### Report

#### Background

The Local Government Act 1989 provides that the Mayor and Councillors are paid an allowance and provided with appropriate tools and support to enable them to properly undertake their statutory obligations.

The provision of efficient communications equipment, reimbursement of official travel and telephone expenses and, if applicable, child care expenses is generally provided by municipalities across the state in order to assist Councillors to maximise their responsibilities.

The Local Government Act 1989 requires that Councils must adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. Council has therefore adopted the Councillors Entitlements (Facilities & Expenses) Policy which sets out the level of resources and support that are provided to Councillors to enable them to effectively discharge their official duties.

The policy also sets out the procedures that apply in circumstances where Councillors require reimbursement of expenses incurred, and those circumstances where prior approval is required. A copy of the policy is available on Council's website.

#### **Discussion**

The attached report outlines Councillor allowances and expenses that have been paid during the period from 1 July to 30 September 2017 in the following categories:

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

Any contributions that are paid by Councillors towards phone and internet usage are also included in the report.

Council resolved to report allowances and expenses on a quarterly basis and to post on Council's website to increase transparency and accountability. This is in addition to other reporting requirements such as the requirement to report in Council's annual report.

It should be noted that some payments eg travel costs are included at the time they are paid rather than when incurred, therefore figures quoted may include expenses from outside the reporting period. End of year receipting is still currently in progress and the figures in this report may therefore vary to those appearing in Council's final annual report.

#### Financial Implications

Councillor allowances and expenses are covered within Council's operational budget.

#### Council Plan

Theme 2 Governance

Objective 2.4 Transparency in decision making and access to information

Strategy Nil

#### Policy/Legal Implications

The Local Government (Planning and Reporting) Regulations 2014 require Councils to disclose in the Annual Report the details of allowances and expenses for each Councillor, divided into certain defined categories. Council is exceeding this requirement by making quarterly disclosures at the Ordinary meeting and posting these on the website.

#### Officer Direct or Indirect Interest

There are no conflicts of interest associated with this report.

#### Risk Assessment

Not applicable.

#### Social Considerations

Not applicable.

#### Community Engagement

Not applicable.

#### **Environmental Implications**

Not applicable.

#### Communication

The quarterly reports would be published on Council's website in addition to being included on the Ordinary Council meeting agenda.

#### **Conclusion**

Quarterly reporting of Councillor allowances and expenses provides an opportunity for transparency and openness in relation to these costs.

APPENDIX 1 SURF COAST SHIRE - QUARTER 1 - COUNCILLOR PAYMENT SUMMARY - 1 JULY 2017 TO 30 SEPTEMBER 2017



| Surf Coast Shire<br>Councillor Payment Summary between 1 July to 30 September 2017 |                 |              |            |             |  |                    |                   |               |                     |            |
|--|-----------------|--------------|------------|-------------|--|--------------------|-------------------|---------------|---------------------|------------|
|  |                 |              | Expenses F | leimbursed  |  |                    | Items Provided    |               | Contributions       |            |
| Councillor   | Allowances (\$) | Parking (\$) | Phone (\$) | Travel (\$) | Company<br>Director<br>Education &<br>Membership (S) | Motor Vehicle (\$) | Mobile Phone (\$) | Internet (\$) | By Councillors (\$) | Total (\$) |
| Cr Brian McKiterick *  | 17,403          |              | -          |             |  | 2,286              | 358               | 27            | 90                  | 19,984     |
| Cr Carol McGregor  | 5,624           | -            | -          | 967         | -  | -                  | 217               | 64            | -                   | 6,872      |
| Cr Clive Goldsworthy   | 5,624           | -            | -          | 731         | -  | -                  | 383               | 55            | -                   | 6,793      |
| Cr David Bell  | 5,624           | -            | -          | -           | 909  | -                  | 68                | 252           | -                   | 6,854      |
| Cr Heather Wellington  | 5,624           | -            | -          | -           | -  | -                  | 69                | 53            | -                   | 5,747      |
| Cr Libby Coker   | 5,624           | -            | -          | -           | -  |                    | 232               | 69            | -                   | 5,925      |
| Cr Margot Smith  | 5,624           | -            | -          | 1,989       | -  | -                  | 135               | 143           | -                   | 7,891      |
| Cr Martin Duke   | 5,624           | -            | -          | 221         | -  | -                  | 116               | 27            | -                   | 5,989      |
| Cr Rose Hodge  | 5,624           | -            | -          | -           | -  | -                  | 259               | 64            | 120                 | 5,827      |
| Total  | 62,398          | -            | -          | 3,907       | 909  | 2,286              | 1,838             | 753           | 210                 | 71,881     |

Notes:

\* Mayor Cr Brian McKiterick (08/11/2016 - Present)
Contributions by Councillors are towards mobile phone and internet expenditure.
Mobile phone and internet expenditure includes supplier invoices received for July and August.
Figures exclude GST.

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

Department:Governance & RiskFile No:F16/848Division:Governance & InfrastructureTrim No:IC17/1111

Appendix:

1. Surf Coast Shire Annual Report 2016 - 2017 - Final (D17/56877)

Officer Direct or Indirect Conflict of Interest: Status:

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

Reason: Nil Reason: Nil

#### **Purpose**

The purpose of this report is for Council to receive and note the Surf Coast Shire Council Annual Report 2016 – 2017.

#### **Summary**

The Surf Coast Shire Council Annual Report 2016 – 2017 (the report) has been prepared in accordance with the *Local Government Act 1989* (the Act) and the *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

The report reflects the Surf Coast Shire's Council Plan 2013 – 2017 as adopted in June 2015 following a mid-term review and details the significant achievements of Council during the financial year 2016 – 2017, the final year of the plan together with the challenges, and the key directions for 2017 – 2018.

Section 133 of the Act requires Council to submit a copy of the annual report to the Minister for Local Government within 3 months of the end of each financial year. A copy of the report was forwarded to the Minister electronically on 28 September 2017.

#### Recommendation

That Council receive and note the Surf Coast Shire Council Annual Report 2016 – 2017.

#### Report

#### Background

Each year Council prepares an Annual Report that details Council's achievements and results from the previous financial year, as required by Section 131 of the Local Government Act 1989 (the Act).

The report is Council's statutory document for providing transparency and accountability to the community on Council's performance in delivering on the Budget and the Council Plan.

#### Discussion

The Surf Coast Shire Annual Report 2016 – 2017 (the report) has been prepared in accordance with the Local Government Act 1989 (the Act) and the Local Government (Planning and Reporting) Regulations 2014 (the Regulations) as detailed below:-

- 1. Section 131 of the Local Government Act 1989 (the Act) specifies that the report must contain the following in respect of the financial year reported on:
  - a) a report of operations of the Council;
  - b) an audited performance statement;
  - c) audited financial statements;
  - d) a copy of the auditor's report on the performance statement, prepared under section 132;
  - e) a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994;
  - f) any other matter required by the regulations.
- 2. Section 133 of the Act requires that
  - 1) A Council must submit the annual report to the Minister
    - a) within 3 months after the end of the financial year reported on; or
    - b) within any longer period permitted by the Minister in a particular case.
  - 2) After the annual report has been submitted to the Minister, the Council must give public notice that the annual report has been prepared and can be inspected at the Council office and on the Council's Internet website.
  - 3) The Council must ensure that a copy of the annual report is available for inspection by the public at
    - a) the Council office and any district offices; and
    - b) any other place required by the regulations.
- 3. Section 134 of the Act requires that
  - 1) A Council must consider the annual report at a meeting of the Council.
  - 2) The meeting
    - a) must be held as soon as practicable but within the time required by the regulations, after the Council has sent the annual report to the Minister:
    - b) must be advertised at least 14 days before the meeting is held in a public notice that states—
      - (i)that the annual report will be discussed at the meeting; and
      - (ii) the place from which copies of the annual report can be obtained before the meeting;
    - c) must be kept open to the public while the annual report is discussed.
- 4. Part 4 of the Local Government (Planning and Reporting) Regulations 2014 specifies what needs to be included in the Report of Operations.

#### Financial Implications

Preparation of the Annual Report has been funded within the 2017 – 2018 Budget.

#### Council Plan

Theme 5 High Performing Council

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

Strategy Ni

#### Policy/Legal Implications

The Annual Report 2016 – 2017 was prepared in accordance with Section 131 of the Local Government Act 1989 (the Act) and the Local Government (Planning and Reporting) Regulations 2014 (the Regulations). It is a requirement that the report is provided to the Minister by 30 September each year.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

There is a reputational risk for Council if it does not comply with its statutory obligations.

#### Social Considerations

The Annual Report provides details of Council activities from the previous financial year, including projects and services that enhance community wellbeing and improve the social fabric of the Shire.

#### Community Engagement

Section 133 of the Act requires Council to make copies of the Annual Report available for inspection by members of the public. Advertisements will be placed in local media advising that the 2016 – 2017 Annual Report is available for inspection at the following locations:

- The Council Offices, 1 Merrijig Drive, Torquay
- Aireys Inlet, Anglesea, Lorne & Winchelsea Post Offices
- Lorne Visitor Centre
- Deans Marsh & Moriac General Stores
- Torquay & Mobile Libraries
- Community houses at Anglesea, Deans Marsh, Lorne and Winchelsea.

The report as presented will be available on Council's website www.surfcoast.vic.gov.au from 20 October 2017. It is proposed that the web interface will be available to readers following the Council meeting on 24 October 2017.

#### **Environmental Implications**

The Annual Report is a public document and will be available on Councils website to view or download. Hardcopy reports will only be printed for public exhibition purposes. This approach is in keeping with Council's commitment to Environmental Leadership principles.

#### Communication

Appropriate public notices have been issued advising of the Special Council meeting at which the 2016 - 2017 Annual Report will be considered pursuant to Section 134 of the Act, as well as advising the general public where copies of the Annual Report can be viewed.

#### **Options**

Option 1 – Council defer the noting of the Annual Report to a Council Meeting scheduled after 24 October 2017

This option is not recommended by officers as it is non-compliant with the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

# Option 2 – Council note the Annual Report, subject to changes, at the Ordinary Council Meeting scheduled for 24 October 2017

This option is not recommended by officers, other than for minor changes or typographical corrections, as there is limited time for changes to be reviewed and incorporated in time to enable Council to meet its obligations under the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014.* 

# Option 3 – Council note the Annual Report as prepared at the Ordinary Council Meeting scheduled for 24 October 2017

This option is recommended by officers as the document has been prepared with significant input and review and noting at this meeting will meet Council's obligations under the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014.* 

#### **Conclusion**

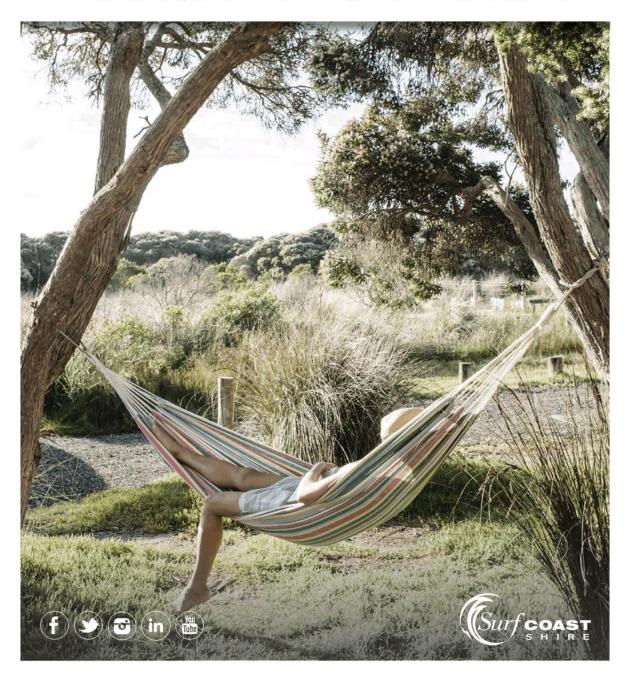
The Surf Coast Shire Council Annual Report 2016–2017 is presented to Council for noting.

# APPENDIX 1 SURF COAST SHIRE ANNUAL REPORT 2016 - 2017 - FINAL



SURF COAST SHIRE COUNCIL

# ANNUAL REPORT 2016/17



#### **Surf Coast Shire Council**

1 Merrijig Drive, Torquay Victoria 3228

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### **About this Annual Report**

Surf Coast Shire Council's *Annual Report 2016-17* aims to fulfil the organisation's statutory reporting obligations under the *Local Government Act 1989* and other relevant legislation. More importantly, it focuses on informing our community about how we've performed over the past 12 months against the *Council Plan 2013-17*.

The report provides an overview of our performance during the year, before detailing specific achievements and challenges under each of the five themes comprising the *Council Plan*. Organisational information follows, including our corporate and democratic governance outcomes for the year.

The document also reports our performance against the *Local Government Performance Reporting Framework*, with the full report and audited performance statement preceding the detailed financial performance report.

The report seeks to describe the breadth of our services and operations, our governance and management processes, and the responsibilities fulfilled by our councillors, Executive Management Team and employees.

Our aim is to provide our residents, ratepayers, state and federal governments, and other key stakeholders with an open, accurate account of our performance during 2016-17.

An online version of this report is available at www.surfcoast.vic.gov.au.

# Mayor's welcome

On behalf of fellow councillors, I am pleased to present Surf Coast Shire Council's 2016-17 Annual Report. After entering a new term in October 2016, we were delighted to engage with the community and develop our Council Plan 2017-21 (incorporating the Health and Wellbeing Plan).

#### A growing challenge

The Council Plan community consultation period helped us determine priorities for the next four years and beyond. The community engagement confirmed that a significant challenge is balancing growth and maintaining our coastal and rural lifestyles.

With Torquay and Winchelsea designated growth nodes, we were mindful that the plan needed to set the direction for the future of the shire, and lay the foundations on how we meet the challenges of a fast-growing region.

#### Celebrating achievements

The Great Ocean Road is the economic spine of our region, so it's pleasing when the world-class attraction draws visitors to the Surf Coast. Amy's Gran Fondo, Lorne Pier to Pub and the Cadel Evans Great Ocean Road Race (CEGORR) are three events that take in the route, showcasing the region to an international audience.

As part of the CEGORR, in January we hosted the inaugural Welcome Wave event for elite women riders in the race. The competitors – from across Australia and overseas – were humbled to receive an official welcome. As strong supporters of women's sport, we were proud to initiate the event.

Our commitment to drive change in the prevention of violence against women was consolidated, as we became a White Ribbon Workplace. We were one of 106 Australian employers to receive the accreditation.

Our commitment to build fire awareness and resilience in communities was also acknowledged. While we have a beautiful landscape, the Surf Coast is a bushfire-prone area. Council has worked closely with communities and helped them to be prepared through the multi award-winning *The Fire Game* board game.

We know that our demographics are changing, as we welcome more young families to the region. Our young people are the future, and we recognise that providing services for them is important. Working in partnership with local Lions clubs, the new Youth Pod will be a mobile facility that visits townships and offers health and wellbeing services for young people.

The past year we have emerged as a Council with a strong voice in the G21 region. We have advocated passionately for our community, and will continue to do so as we strive to meet your goals and expectations.

The Surf Coast Shire is in a very strong position to face our challenges with confidence and has a clear direction for the future.

Cr Brian McKiterick

PARWOU

Mayor

#### **CEO's introduction**

Council's purpose to help our community and environment to thrive has continued to underpin our efforts over the past year. During this time we have demonstrated strong results in both service delivery and advocacy, while continuing our program of long-term reform.

The past year was the last for the 2013-2017 Council Plan and we have seen significant achievements in delivering against its strategies. Overall there were 88 out of 94 strategies either complete or well underway, and 73 out of 85 measures on track or exceeding their targets.

Our advocacy program has been driven by community needs and is at the heart of Council's proactive and persistent approach. This year we have focused on three key priorities, including the *Great Ocean Road Visitor Economy*, *Towards Environmental Leadership* and *Building Our Future*, with Council regularly seeking opportunities to maximise funding and establish valuable partnerships.

#### **Responding to Financial Challenges**

Council has responded constructively and effectively to the challenges presented through rate capping under the State Government's *Fair Go Rates* system. As outlined in this report, a strong financial performance was delivered for the past year.

Importantly, we succeeded in generating more than \$450,000 of recurrent savings through our business improvement program. Council has also delivered a record program of capital works and operational projects – worth almost \$23 million, which is 35 per cent higher than the previous year.

#### A new Council with a new plan

A new team of councillors was elected last October, with one of its first tasks being to develop a new Council Plan. Following a comprehensive community engagement process, Council has developed an exciting four-year plan that captures the priorities of our community and outlines detailed and considered strategies for them to be addressed.

Thank you to all the Councillors who led us through the previous four-year term, and also to all the candidates who stood for election last year. Officers respect our democratic process and the important role of Councillor.

#### **Next Steps**

We are excited about our digital transformation strategy, which is now underway and will underpin Council's drive for ongoing efficiencies and meeting community needs, providing the foundation for future success.

The program focuses on using technology to streamline the way we do business, making Council easier to access, and to provide a better customer experience with simpler, clearer and faster online services. Our goal is to provide services when, where and how they are needed by our community.

Thank you to our councillors and staff for a successful and productive year. I look forward to another wonderful year ahead, and working together to support our community.

Keith Baillie

Chief Executive Officer

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This section provides a summary of key aspects of our organisation's performance during 2016-17, along with an introduction to our shire and the community we serve.

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# **Snapshot 2016-17**

Council's vision, as detailed in the *Council Plan 2013-17*, is for **an engaged, innovative and** sustainable community.

Five main themes have guided Council's focus throughout its four-year term 2013-17: Environment, Governance, Communities, Infrastructure, Growth and Development.

Following is a snapshot of key highlights and challenges during the past year for each theme.

| Environment – Leading                 |      |                                |      |
|---------------------------------------|------|--------------------------------|------|
| Highlights                            | Page | Challenges                     | Page |
| Towards Environmental Leadership      | 41   | Post-Alcoa site rehabilitation | 42   |
| Establish Renewable Energy Taskforce  | 41   | Clean up Winchelsea Common     | 42   |
| Initiate Power Up Surf Coast Roadshow | 41   | Pest plants and animals        | 43   |
| Launch Positive Charge initiative     | 41   |                                |      |
| Ban on unconventional gas exploration | 42   |                                |      |
| Jan Juc Daylighting project           | 42   |                                |      |
| Playing The Fire Game                 | 42   |                                |      |

| Governance – Enriching               |      |                        |      |
|--------------------------------------|------|------------------------|------|
| Highlights                           | Page | Challenges             | Page |
| Council elections October 2016       | 45   | Impact of rate capping | 46   |
| New Council Plan 2017-2021 complete  | 45   |                        |      |
| Council Budget 2017-18 delivered     | 45   |                        |      |
| White Ribbon Workplace accreditation | 45   |                        |      |
| Deakin University partnership        | 45   |                        |      |

| Communities – Thriving                |      |                             |      |
|---------------------------------------|------|-----------------------------|------|
| Highlights                            | Page | Challenges                  | Page |
| Djila Tjarri Park skate and play zone | 47   | Youth Survey issues         | 48   |
| Stribling Reserve Masterplan complete | 47   | Anglesea Futures post-Alcoa | 48   |
| Cadel Evans Great Ocean Road Race     | 47   |                             |      |
| Youth Survey results                  | 47   |                             |      |
| Moriac Community Network              | 48   |                             |      |

| Infrastructure - Activating            |      |                               |      |
|--|------|-------------------------------|------|
| Highlights                             | Page | Challenges                    | Page |
| 'Building our Future' advocacy program | 50   | Growth in shire and surrounds | 51   |
| Winchelsea Playgrounds complete        | 51   | Funding major infrastructure  | 51   |
| Kurrambee Myaring Community Centre     | 50   |                               |      |
| Road Safety Strategy 2017-21           | 50   |                               |      |
| Road Management Plan                   | 51   |                               |      |
| Winchelsea Town Centre                 | 52   |                               |      |
| Beautification (funding approval)      |      |                               |      |

| Development and Growth – Progressing |      |                                 |      |
|--------------------------------------|------|---------------------------------|------|
| Highlights                           | Page | Challenges                      | Page |
| Spring Creek Precinct Structure Plan | 53   | Funding and advocacy priorities | 54   |
| Planning Reforms top priority        | 53   | Managing growth within shire    | 54   |
| Torquay Town Centre project launched | 54   |                                 |      |
| Winchelsea RV-friendly               | 54   |                                 |      |
| Rural Hinterland Futures Strategy    | 55   |                                 |      |

Council has identified the following as some of its key priorities for the next 12 months, in line with the strategic direction that has been set for the next four years under the new *Council Plan* 2017-2021.

These priorities are explored further under each theme in the next section, 'Our Performance'.

#### Priorities 2017-18

- Pursue goals for renewable energy targets through initiatives under the *Towards Environmental Leadership* program
- Work with relevant agencies to achieve best environmental outcomes for Anglesea's former Alcoa power station and mine site.
- Monitor remediation and clean up of Winchelsea Common
- Continue our Digital Transformation program
- Support G21 priorities around Healthy Eating and Active Living, as well as the G21 Physical Activity Strategy
- Continued work on prevention of violence against women and children in our communities
- Implementing the Accessible and Inclusive Surf Coast Shire Strategic Plan
- Delivering series of major road works under the new Road Management Plan 2017-2021
- Roll out project for Winchelsea's Town Centre Beautification
- Launch Council's new 'ePlanning' digital interface for planning applications
- Undertake community consultation for a new Domestic Animal Management Plan
- Continue work on the Rural Hinterland Futures Strategy

#### Measuring our performance

#### **Local Government Performance Reporting Framework**

The Local Government Amendment (Performance Reporting and Accountability) Act 2014 and Local Government (Planning and Reporting) Regulations 2014 both came into operation in April 2014, and form the framework for this Annual Report.

The framework, which provides the foundation for standardising and strengthening the measurement and reporting of performance across the local government sector, enables local communities to compare how their council has performed during the year against others.

Our Report of Operations and audited Performance Statement appear in full in the Report of Operations section (pages 102 to 153). They provide comparative performance data for 2016-17 against the baseline data established in 2014-15.

Ratepayers, residents and other stakeholders can compare our performance results against other Victorian councils via the *My Council* website at <a href="https://www.knowyourcouncil.vic.gov.au">www.knowyourcouncil.vic.gov.au</a>.

#### Community satisfaction

Each year, the state government undertakes a *Local Government Community Satisfaction Survey*, which provides valuable feedback from the community and another opportunity to review our performance and track results over recent years.

Surf Coast Shire Council's overall performance is, according to the survey, statistically significantly higher than the average for large rural councils.

In the survey, Surf Coast Shire Council achieved an index score of 61 for overall performance, which compares favourably to the average for large rural councils of 54 and the statewide average for all councils of 59.

The 2017 survey results show Surf Coast Shire Council's performance has remained stable or increased across all measures compared to its 2016 results.

Performance in the core areas of community consultation and engagement, sealed local roads, customer service and overall council direction was also significantly higher than the average for other large rural councils.

Areas highlighted by the survey as needing particular attention include making community decisions, town planning policy and managing population growth.

The Local Government Community Satisfaction Survey is conducted each year by an independent research company and comprises a random phone survey of 600 residents.

A detailed report of survey results from the Community Satisfaction Survey can be viewed on Council's website at

www.surfcoast.vic.gov.au/My\_Council/Reports\_Plans\_and\_Documents/Community\_satisfaction\_survey

#### Reporting against the Council Plan 2013-17

Under the Local Government (Planning and Reporting) Regulations 2014, Council is required to report on the implementation of various strategies, performance measures and targets that were achieved as proposed in our Council Plan.

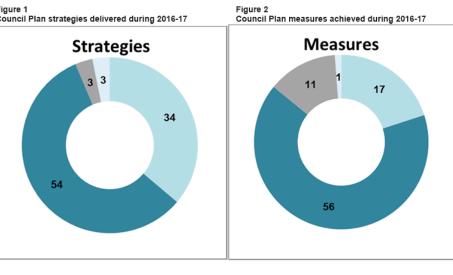
This Annual Report marks Council's final report on its performance against the Surf Coast Shire Council Plan 2013-17, with implementation of this four-year plan completed during the past 12 months.

As illustrated by figures 1 and 2, from an overall performance perspective, there was significant progress made during the past year, with 88 out of 94 strategies either complete or well underway and 73 out of 85 measures on track or exceeding their targets.

The next section, Our Performance (see pages 40 to 56), details the key achievements and challenges for each of the five themes within the Council Plan, including the strategies and measures achieved.

The full end-of-year progress report for 2016-17 is included in the Council meeting minutes from 22 August 2017, which can be accessed via www.surfcoast.vic.gov.au.





Work in progress Met or exceeded Not met No action planned

# Our shire and its people

#### Location and features

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne and 21km south of Geelong. Its proximity to the Princes Highway and Geelong Ring Road provides convenient road access, enhancing the shire's appeal as a lifestyle, holiday, tourist and business destination.

The shire is home to some of the world's best surfing locations and the iconic Great Ocean Road, with other important attractions including the Great Otway National Park, Bells Beach and Erskine Falls.

The main townships of the Surf Coast Shire include Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has a keen sense of community, a unique identity and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural-based residential communities.

The Surf Coast Shire is an area of high environmental significance, which underpins our lifestyle and economy. With spectacular physical features, including a large coastline and state and national parks, unique natural character and significant biological diversity, the environment is a defining feature of the Surf Coast Shire. This influences decisions on local urban development and land management.

As owner or manager of less than one per cent of land in the shire, it is critical that Council works in partnership with the community and other agencies to oversee and protect the natural environment, particularly through the management of public open spaces, as well as the supervision of planning controls on environmentally significant land. An important focus is managing invasive pests, plants and animals, and the impacts of climate change, such as rising sea levels and increased bush fire risk.

## Historical overview

Although the shire's early European settlement dates from the 1830s, it took until the 1850s before the first township was established at Winchelsea. Various new settlements followed during the 1880s and 1890s, primarily driven by the local timber and fishing industries.

Access to coastal settlements was a major issue until the 1920s, when the first section of the Great Ocean Road opened. Together with the advent of the motorcar, the new road provided the impetus for Lorne, Aireys Inlet, Fairhaven and other coastal townships to develop as popular tourist centres throughout the 1930s and 1940s.

Spurred by tourism, Surf Coast Shire has continued to steadily develop over the ensuing decades with the pace of growth increasing substantially from the 1980s onwards. The appeal of coastal living and increased ease of commuting to Geelong and Melbourne contributed to Torquay-Jan Juc achieving an annual average growth rate of eight per cent between 2006 and 2011.

Winchelsea serves as the shire's principal agricultural centre and secondary growth centre.

## A growing community

The Surf Coast Shire continues to be one of the fastest growing municipalities in Victoria, with the permanent population having grown from 20,872 in 2001 to more than 30,000 in 2017. Annual population growth has averaged 2.8 per cent since 2006, well above average, with the population forecast to grow to 44,000 by 2036.

The greatest population growth in the shire over the past 20 years has generally been focused in Torquay and neighbouring Jan Juc, aided by easy transport connections to Geelong and Melbourne. While most of the shire's growth in housing development is expected to continue in Torquay, particularly to the north and west of the township, Winchelsea is recognised as the secondary growth centre within the shire, with residential dwelling numbers forecast to increase by 43 per cent by 2036.

The shire continues to accommodate significant numbers of tourists, particularly in summer, when the population generally doubles in size. Part-time populations are also significant, with holiday-home residents, seasonal visitors, event crowds and day-trippers all adding to the number of people who visit, live and work here. Visitation to the Surf Coast Shire is expected to increase by one third in the next 25 years.

The current rate of population growth positions Surf Coast Shire in the top 10 fastest growing municipalities in regional Victoria, placing ever-increasing demands on Council to deliver the essential infrastructure and services our community needs.

### Economic development and tourism

The townships and rural hinterland of the Surf Coast Shire support more than 3,000 businesses, which provide more than 7,000 local jobs. The shire economy is worth more than \$1 billion annually and currently growing at a rate of more than four per cent. Small business drives the economy with approximately 87 per cent of local businesses employing less than four people.

Strong population growth will see a need to create at least 2,000 new jobs by 2036 to maintain the current ratio of local jobs. The top three standard industry sectors for employment are accommodation and food, construction and retail.

The economy of the Surf Coast Shire is unique and distinctly different to that of Victoria, Geelong and surrounding regions, with the non-standard surfing industry representing almost 27 per cent of all jobs and 26.5 per cent (\$217 million) of all 'value add' activity.

Tourism also plays a vital role. In the year ended December 2016, more than 2.38 million visitors came to the Surf Coast Shire, directly spending over \$500 million, while major events generated more than \$105 million in expenditure. The significance of our major events resulted in an annual viewer audience of over 32 million people globally. Signature events included the Falls Festival, Cadel Evans Great Ocean Road Race, Amy's Gran Fondo, Bells Beach Rip Curl Pro, Surf Coast Century and the Great Ocean & Otway Classic Ride.

Construction also plays a key role in the Surf Coast Shire economy, with more than 700 businesses in this sector alone, employing close to 1,000 people. These businesses have played a key role in the \$2.25 billion worth of development that has taken place in the Surf Coast Shire over the past 10 years. A significant component of this construction takes place in and around Torquay.

Our hinterland plays a significant role in the development of the Surf Coast Shire's economy, with agriculture one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

While the growth of the economy is important, the natural environment is a critical factor in our planning and decision-making.

| Total municipal area  |  |   | 1,5  | 60 sq km               |
|---|--|---|--|------------------------|
| Coastline   |  |   |  | 55 km                  |
| State forest and national park  |  |   |  | 329 sq km              |
| Population information  | 2009   | 2015  | 2016   | 2017                   |
| Population  | 25,052   | 28,810  | 29,839   | 30,445                 |
| Peak overnight population (Dec to Jan) <sup>#</sup>   | 81,553   | 85,409  | Data   | no longer<br>available |
| Annual average population growth rate 2009-16 is 2.3%   |  |   |  | available              |
| Council information   | 2009   | 2015  | 2016   | 2017                   |
| Rateable properties (number)  | 18,707   | 20,618  | 20,860   | 21,363                 |
| Length of local roads – sealed and unsealed (km)  | N/A  | 1,104   | 1,111  | 1,047^^                |
| Employees (full-time equivalent number) excluding casual staff  | 208.7  | 272.31  | 275.96   | 294.95                 |
| Rates and charges revenue (\$m)   | 27.8   | 42.9  | 45.6   | 47.847                 |
| Operating revenue (\$m)   | 53.8   | 70.8  | 77.2   | 85.060                 |
| Operating expenditure (\$m)   | 41.8   | 58.1  | 61.5   | 68.088                 |
| Residential building permits issued for new dwellings (number)  | 542  | 304   | 399  | 407                    |
|   | 2000   | 2011  | 0046   |                        |
| Economic and community information  | 2006   | 2011  | 2016   |                        |
| Economic and community information  | Census   | Census  | Census   |                        |
| Economic and community information  Total workers in Surf Coast Shire*  |  |   |  |                        |
| ·   | Census   | Census  | Census   |                        |
| Total workers in Surf Coast Shire*  | Census   | Census  | Census<br>N/A                                  |                        |
| Total workers in Surf Coast Shire*<br>Top employment sectors for total jobs in Surf Coast Shire   | <b>Census</b> 5,995^                           | 7,156***  | Census<br>N/A                                  |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  | Census<br>5,995^<br>926<br>756                 | 7,156***  1104 969                              | Census<br>N/A                                  |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services   | <b>Census</b> 5,995^                           | 7,156***  | Census<br>N/A                                  |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  Accommodation and food services Construction  | Census<br>5,995^<br>926<br>756                 | 7,156***  1104 969                              | Census<br>N/A                                  |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  Accommodation and food services  Construction  Retail trade   | 5,995^ 926 756 776                             | 7,156***  1104 969 918                          | N/A<br>N/A                                     |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services • Construction • Retail trade Tourism-related jobs in Surf Coast Shire **   | 926<br>756<br>776<br>N/A                       | 7,156***  1104 969 918 1,108                    | N/A<br>N/A<br>N/A                              |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services  • Construction  • Retail trade Tourism-related jobs in Surf Coast Shire ** Surfing-related jobs in Surf Coast Shire **   | 926<br>756<br>776<br>N/A                       | 7,156***  1104 969 918 1,108 2,034              | N/A<br>N/A<br>N/A<br>N/A                       |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services  • Construction  • Retail trade Tourism-related jobs in Surf Coast Shire ** Surfing-related jobs in Surf Coast Shire ** Average unemployment rate (%)*  | 926<br>756<br>776<br>N/A<br>NA<br>3.9%         | 7,156***  1104 969 918 1,108 2,034 3.9%         | N/A<br>N/A<br>N/A<br>N/A<br>N/A                |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services  • Construction  • Retail trade Tourism-related jobs in Surf Coast Shire ** Surfing-related jobs in Surf Coast Shire ** Average unemployment rate (%)* Residents born overseas (% of total population)  | 926<br>756<br>776<br>N/A<br>NA<br>3.9%<br>10.8 | 7,156***  1104 969 918 1,108 2,034 3.9% 11.4    | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>11.3 |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services  • Construction  • Retail trade Tourism-related jobs in Surf Coast Shire ** Surfing-related jobs in Surf Coast Shire ** Average unemployment rate (%)* Residents born overseas (% of total population) Median age   | 926<br>756<br>776<br>N/A<br>NA<br>3.9%<br>10.8 | 7,156***  1104 969 918 1,108 2,034 3.9% 11.4    | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>11.3 |                        |
| Total workers in Surf Coast Shire* Top employment sectors for total jobs in Surf Coast Shire (excluding surfing and tourism as sectors)*  • Accommodation and food services  • Construction  • Retail trade Tourism-related jobs in Surf Coast Shire ** Surfing-related jobs in Surf Coast Shire ** Average unemployment rate (%)* Residents born overseas (% of total population) Median age Education (% of population 15 years and over) | 926<br>756<br>776<br>N/A<br>NA<br>3.9%<br>10.8 | 7,156***  1104 969 918 1,108 2,034 3.9% 11.4 40 | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>11.3<br>42  |                        |

- 2016 Census data not available at the time of production of this report and will be updated in the 2017-18 Annual Report.
- Due to the interrelated nature of these industries, there is some crossover between surfing and tourism employment numbers.
- Estimated figure based on available data. ## id.profile 2011 census.
- Department of Economic Development, Jobs, Transport and Resources, Victorian Transport Atlas 2013.
   Length of local roads sealed and unsealed (km) decreased in 2017 due to a review and reclassification of a number of roads previously included.

## Sources

- Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011, compiled by .id Consulting (Profile .id).
- Australian Bureau of Statistics, 2016 Regional Population Growth, Australia, 2015 16 Cat. No. 3218.
- City of Greater Geelong Economic Indicators Bulletin.
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- id Consulting (Forecast.id), 2015 Surf Coast Shire population and household forecast.
- REMPlan, June 2013.
- Surf Coast Shire Council, Economic Snapshot 2014.
- Surf Coast Shire Council, Economic Value of the Surf Industry to Surf Coast Shire, December 2014.
- Tourism Victoria, Great Ocean Road Market Profile Year Ending December 2012.

# Our councillors 30 June 2017

The Council elections held in October 2016 saw the election of nine Councillors and the continuation of a four-ward structure for our municipality. The Anglesea, Lorne, Torquay and Winchelsea Wards ensure that communities have local representation in Council.

Surf Coast Shire Councillors are elected by residents and ratepayers to govern the municipality. The Mayor of Surf Coast Shire Council is chosen by the Councillors in November each year for a 12-month term.

## **Anglesea Ward**



**Cr Margot Smith**Elected: 2012, 2016
Mayor: 2014-15
P. 5261 0852 M. 0400 271 574



Cr Libby Coker
Elected: 2008, 2012, 2016
Mayor: 2009-10, 2012-13
P. 5261 0855 M. 0427 337 558
lcoker@surfcoast.vic.gov.au

## **Torquay Ward**



Cr David Bell
Elected: 2012, 2016
P. 5261 0859 M. 0409 626 614
dbell@surfcoast.vic.gov.au

msmith@surfcoast.vic.gov.au



Cr Martin Duke
Elected: 2016
P. 5261 0856 M. 0409 806 073
mduke@surfcoast.vic.gov.au



Cr Rose Hodge
Elected: 2004, 2008, 2012, 2016
Mayor: 2006-07, 2013-14,
2015-16
P. 5261 0857 M. 0407 552 025
rhodge@surfcoast.vic.gov.au



Cr Brian McKiterick – Mayor Elected: 2008, 2012, 2016 Mayor: 2011-12, 2016-17 P. 5261 0851 M. 0428 570 094 bmckiterick@surfcoast.vic.gov.au



Cr Eve Fisher
Elected: 2012 #
P. 5261 0856 M. 0409 806 073
# Cr Fisher's term expired in
October 2016



**Lorne Ward** 

Cr Clive Goldsworthy
Elected: 2012, 2016
P. 5261 0854 M. 0400 756 854
cgoldsworthy@surfcoast.vic.gov.au

# Winchelsea Ward



Cr Carol McGregor
Elected: 2015, 2016
P. 5261 0858 M. 0400 169 741
cmcgregor@surfcoast.vic.gov.au



Cr Heather Wellington
Elected: 2012, 2016
P. 5261 0853 M. 0417 542 967
hwellington@surfcoast.vic.gov.au

# **Financial overview**

## Summary

The organisation ended the 2016-17 financial year in a sound financial position as evidenced by:

- \$38.8m in cash and investments (\$31.6m in 2015-16)
- \$85.1m in revenue (\$77.2m in 2015-16)
- \$14.9m in borrowings (\$15.6m in 2015-16)
- income statement surplus of \$17.0m (up from \$15.7m), and
- accumulated unallocated cash balance of \$5.1m (up from \$3.7m).

### How it works

During the year, Council adopted the Council Plan 2017-2021. This plan reinforces Council's commitment to its vision of 'An engaged, innovative and sustainable community'.

To ensure we achieve this, the revenue raised via rates and charges, grants and contributions is invested in funding the provision of community services, new assets and maintenance of existing assets. Such investment typically includes services such as:

- kindergartens and early year education programs
- libraries and school crossings
- · community health programs and initiatives
- · community education and social planning
- community emergency management
- · maintenance of public open space and community assets
- · waste management and recycling
- road maintenance
- · environmental programs
- · local law enforcement, and
- planning and development.

Project delivery generally spans constructing new community assets and renewing existing ones, and coordinating various environmental and community initiatives, including community events.

## Financial sustainability and challenges

As a fundamental organisational strategic principle, financial sustainability underpins our ability to deliver infrastructure and services to the local community.

Current challenges to our overall financial sustainability include:

- heavy reliance on rate revenue and limited access to other revenue sources.
- reduced funding across commonwealth and state government grant programs.
- increasing costs related to maintaining our portfolio of property, infrastructure, plant and equipment assets.
- · costs of providing new assets in growth areas.
- increased costs related to delivering services to the community.
- · competing community priorities, and
- state government legislation capping rate revenue increases from 2016-17 onwards.

We have introduced a number of initiatives to mitigate these challenges, including a Business Improvement program, Project Management Office and a Digital Transformation program.

Table 1: Key results for 2016-17

| (\$'000)                     | Budget  | Actual  | \$ Variance | % Variance |
|------------------------------|---------|---------|-------------|------------|
| Revenue                      | 76,493  | 85,060  | 8,567       | 11%        |
| Expenditure                  | 68,727  | 68,088  | 639         | <1%        |
| Net surplus                  | 7,766   | 16,972  | 9,206       | 185%       |
| Recurrent EBITDA result      | 16,322  | 19,691  | 3,368       | 21%        |
| Cash and investments         | 16,791  | 38,794  | 22,003      | 131%       |
| Borrowings                   | 15,936  | 14,937  | -999        | -6%        |
| Net assets                   | 409,733 | 518,296 | 108,563     | 26%        |
| Rates and charges revenue    | 47,837  | 47,847  | 10          | <1%        |
| Capital expenditure          | 17,136  | 13,087  | -4,049      | -24%       |
| Accumulated unallocated cash | 1,758   | 5,060   | 3,302       | 188%       |

## Operating performance

Our operating performance delivered a net surplus of \$19.7m, which was \$9.2m higher than budget. This was mainly due to higher income received during the year, predominately due to:

- higher granted assets (\$2.9m) received in relation to completed subdivision works (non-cash)
- higher grants received (\$3.1m), which includes the early receipt of 50 per cent of the 2017-18
   Victorian Grants Commission allocation
- a re-measurement of Council's landfill provision (\$0.9m), and
- higher cash contributions received(\$0.8m).

The net surplus is generated to fund non-operating activities, including the provision of new infrastructure and the renewal of existing community assets. It also includes funds tied to specific purposes, such as our waste and recycling programs.

Despite improvements over the last few years, the organisation remains dependant on rates and charges as its major revenue source. In 2016-17 rates and charges generated 56 per cent of total income, compared with 59 per cent of total income in 2015-16. Paid car parking, caravan parks, foreshore activities and other traditional alternative revenue raising sources are unavailable, due to other land managers being responsible for managing most foreshore areas across Surf Coast Shire.

If non-cash revenue items and grants received for specific projects are eliminated from the income statement, rates and charges account for more than 70 per cent of adjusted revenue.

This is significantly higher than the state average for large rural councils (60 per cent), highlighting the ongoing challenges we face in finding alternative revenue sources, especially in a rate-capping environment.

Contributions - non monetary
13%

Contributions - monetary
4%
Grants - capital
4%

Grants - operating
12%

User fees
7%

Figure 3: Income sources 2016-17

Non-monetary contributions were again significantly higher than budget (37 per cent) and the previous financial year (8 per cent) due to higher than expected granted assets received from developers completing subdivision works.

Statutory fees and fines 2%

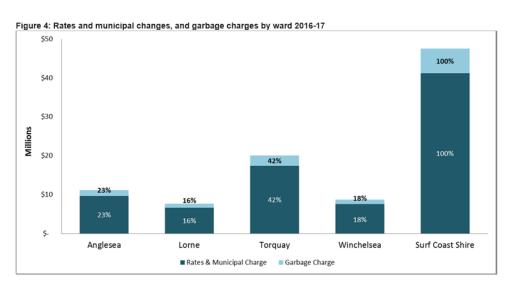
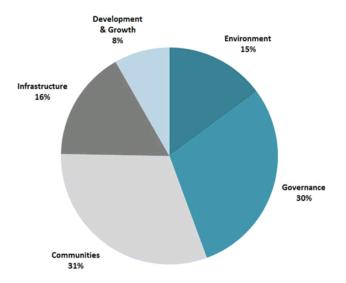


Figure 5 represents the allocation of operating expenditure (excluding projects) by *Council Plan* theme in terms of services delivered during 2016-17.

Figure 5: Expenditure (excluding projects) by Council Plan theme 2016-17



# Capital expenditure summary

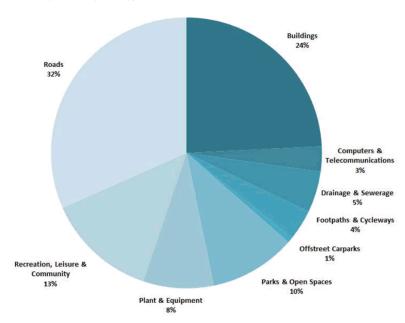
Significant projects delivered in 2016-17 included:

- Aireys Inlet Reserve Playground Renewal (\$0.12m)
- Road Safety Program (\$0.3m)
- Grenville Oval (\$1.49m)
- Grenville Oval Road and Car Park (\$1.55m)
- Contributions to Vicroads Projects Surf Cost Highway / South Beach Road Intersection Upgrade and Horseshoe Bend Road Widening - south of South Beach Road (\$1.1m)
- Bellbrae Drainage and Streetscape Improvements (\$0.25m)
- Lorne and Winchelsea Big Belly Bins (\$0.27m)
- Lorne Swing Bridge Pathway (\$0.94)
- Shared Path on Surf Coast Highway (\$0.19m)
- Bike Lane across Spring Creek (\$0.31m)
- Torquay Precinct Pathways (\$0.39m)
- Beach Road Long Vehicle Parking (\$0.11m)
- Polwarth Oval Sports Lighting (\$0.06m)
- Anglesea Tennis Court Surface Replacement (\$0.2m)
- Djila-Tjarri Play and Skate Zone (\$1.59m)
- Barwon Terrace Pathway Willis Street to Pool (\$0.09)

Table 2: Capital spend by expenditure type 2016-17

| Capital spend type           |       | Budget (\$'000) | Actual (\$'000) |
|------------------------------|-------|-----------------|-----------------|
| New assets                   |       | 7,586           | 6,420           |
| Renewal of existing assets   |       | 5,854           | 4,806           |
| Expansion of existing assets |       | -               | 496             |
| Upgrade of existing assets   |       | 3,696           | 1,365           |
|                              | Total | 17,136          | 13,087          |

Figure 6: Capital works expenditure by asset type 2016-17



## Projects to be completed

Significant incomplete capital projects as at 30 June 2017 are listed below by ward. Unspent project funds have been carried forward to the 2017-18 financial year to maintain the unspent component of each project budget.

| Table 3: Significant unspe | Anglesea Landfill Works (\$1.40m)     Anglesea Bowls Club Upgrade (\$0.60m)     Anglesea Cricket Club Pavilion (\$0.13m)  |
|----------------------------|---|
| Lorne Ward                 | <ul> <li>Lorne School Traffic Management Improvements (\$0.13m)</li> <li>Disaster Relief Projects – Landslip / Bridge Replacements (\$0.04m)</li> </ul>   |
| Torquay Ward               | <ul> <li>Darian Road Reconstruction (\$0.53m)</li> <li>Spring Creek Reserve Netball Facilities (\$0.42m)</li> <li>Horseshoe Bend Road / South Beach Road Roundabout (\$0.58m)</li> <li>Geelong / Beach Road Intersection Signalisation (\$1.04m)</li> <li>Blackgate Road – Horseshoe Bend Road to Minya Lane (\$0.73m)</li> </ul> |
| Winchelsea Ward            | <ul> <li>Cape Otway Road Widening (\$1.23m)</li> <li>Globe Theatre Heritage Refurbishment (\$.08m)</li> <li>Growing Winchelsea – Beautification of Town Centre (\$0.2m)</li> <li>Upgrade Forest and Grays Road (\$1.5m)</li> </ul>  |

## Working capital

Working capital (current assets/current liabilities) at the end of the financial year was \$27.4m or 370 per cent, which is well above our budgeted position of 142 per cent. Working capital is an indicator of an organisation's ability to meet its financial commitments over the coming 12 months.

Forest Road Pavement Rehabilitation (\$0.33m)

## **Borrowings**

We decreased our total debt portfolio during 2016-17 to \$14.9m. This is a decrease of \$0.6m on the previous financial year. The organisation continues to pay down its debt and maintain a responsible debt level relative to its rate revenue base.

Our debt strategy is outlined in the 2017-18 annual budget. It focuses on the responsible use of debt levels and complying with the sound financial management principles outlined in the *Local Government Act* 1989.

Borrowings are forecast to increase by \$2.4m in 2017-18 to fund the construction of the Torquay North Family and Children's Centre.

\$20 \$16 14.9 Millions \$12 \$8 \$4 \$0 2018/19 2020/21 2016/17 2017/18 2019/20 Actual Forecast Forecast Forecast Forecast

Figure 7: Debt management plan 2016-17 to 2020-21

## Cash position

Our cash and investments increased to \$38.8m as at 30 June 2017. This is an increase of \$7.2m on the previous financial year and is \$22.0m above budget.

Table 4: Cash position at 30 June 2017

|   | Budget   | Actual   |
|---|----------|----------|
|   | (\$'000) | (\$'000) |
| Cash flows from operating activities              | 11,165   | 21,501   |
| Cash flows from investing activities              | -17,610  | -24,359  |
| Cash flows from financing activities              | -706     | -1,705   |
| Net increase/(decrease) in cash held              | -7,151   | -4,563   |
| Cash and investments at the beginning of the year | 23,942   | 31,577   |
| Net movement for the year                         | -7,151   | 7,217    |
| Cash and investments at the end of the year       | 16.791   | 38.794   |

The organisation's cash and investment balance of \$38.8m does not represent discretionary cash. In fact, only \$5.1m is available as unallocated cash. The remainder of the funds are either restricted for statutory or contractual reasons, or allocated to specific purposes.

Our allocated reserves cater for items such as:

- Anglesea Landfill, including capital works and site rehabilitation and aftercare to comply with Environment Protection Authority standards after the facility has reached the end of its useful life.
- unspent funding for projects budgeted for 2016-17 but due for completion in 2017-18, and
- · replacement of our vehicle fleet and plant equipment.

## What's in store for next year?

The 2017-18 annual budget brings together our commitment to existing strategies and priorities agreed with the community, and Council's investment in new priorities identified in the 2017-21 Council Plan.

Council plans to deliver an unprecedented \$23.2 million of capital works in the 2017-18 financial year, delivering projects such as the Kurrambee Myaring Community Centre (\$3.2m), which will be open for business in early 2018, and road upgrades across the shire.

Council will also be spending over \$4m in non-capital projects during the 2017-18 financial year, including the delivery of our Environmental Leadership program, LED streetlight upgrades, upgrades to our planning systems and processes, and our Business Improvement program.

# Around the wards

During 2016-17, we continued to focus on ensuring all communities across Surf Coast Shire benefited from our initiatives.

| Population                             | Anglesea   | Lorne  | Torquay  | Winchelsea  |
|--|--|--|--|---|
| 2016 Census                            | 3,586  | 1,652  | 13,094   | 7,636   |
| Land area                              | 14%<br>190.5km²  | 6%<br>326km²   | 51%<br>38.44km²  | 29%<br>997.4km²   |
| Open space*                            | 157.08ha   | 61.48ha  | 36.44km²<br>188.40ha   | 267.94ha  |
| Rate revenue                           | \$8.663m   | \$6.055m   | \$15.528m  | \$6.761   |
| 2016-17                                | 23%  | 16%  | 43%  | 18%   |
| Capital works                          | \$1.280m   | \$0.474m   | \$6.839m   | \$3.085m  |
| spend** 2016-17                        | 11%  | 4%   | 59%  | 26%   |
| Major projects                         | Aireys Inlet Reserve   | Lorne Big Belly Bins   | The Esplanade Kerb   | Barwon Terrace  |
| delivered                              | Playground Coogoorah Park Bridge Renewal Anglesea Tennis Court Surface   | Lorne Swing Bridge<br>Pathway<br>Emergency Culvert<br>Works Erskine Falls  | and Sealing<br>Beach Road Long<br>Vehicle Parking<br>Shared Pathway<br>on Surf Coast   | Pathway - Willis Street<br>to Pool<br>Shire Hall Precinct<br>Landscaping<br>Bellbrae Drainage and   |
|  | Replacement<br>Aireys Inlet Tennis<br>Court Surface<br>Replacement   |  | Highway<br>Bike Lane Across<br>Spring Creek<br>Djila-Tjarri Play and<br>Skate Zone   | Streetscape<br>Improvements<br>Winchelsea Transfer<br>Station Entry Roads<br>Bellbrae Hall Detailed<br>Design   |
|  | \$70.700   | \$400 F00  | 4457.000   | Winchelsea<br>Occasional Care<br>Shade Sail   |
| New initiatives spend**                | \$73,790<br>8%   | \$106,590<br>11%   | \$457,299<br>47%   | \$324,732<br>34%  |
| 2016-17                                | Painkalac Creek<br>Bridge to Lialeeta<br>Road - Retaining<br>Wall Planting<br>Anderson<br>Roadknight<br>Reserve Masterplan | Stribling Reserve<br>Masterplan<br>Stribling Reserve<br>Stadium Storage Pods<br>Lorne Community<br>Aspirations Stage 2<br>contribution | Torquay Town Centre Parking Strategy / Precinct Plan Australian National Surfing Museum Rebrand Low Key Viewing Platform at Bells Beach Reserve Traffic Management Study Community and Civic Precinct Torquay Plastic Bag Free initiatives | Growing Winchelsea Place Making Strategy Winchelsea Common Restoration Activities Livestock Sales Yard Market Analysis Geelong Projection and Sound Equipment for the Globe Theatre Contribution to Long Day Care Planning for Winchelsea |
| New initiative grant                   | -  | -  | \$35,203   | \$82,500  |
| funding**<br>Capital expenditure       | \$266,000  | \$97.500   | 30%<br>\$1,056,634   | 70%<br>\$1,249,492  |
| grant funding**                        | 10%  | 4%   | 40%  | 46%   |
| Operational grant                      | \$5,309  | \$89.788   | \$1,274,816  | \$97,451  |
| funding**                              | 1%   | 6%   | 86%  | 7%  |
| Total grant funding received** 2016-17 | \$271,309<br>6%  | \$187,288<br><b>4</b> %  | \$2,366,653<br>56%   | \$1,429,443<br>34%  |
| Small Grants                           | \$8,950  | \$11,753   | \$29,236   | \$16.814  |
| program**                              | 13%  | 18%  | 44%  | 25%   |
| Community House                        | \$5,000  | \$5,000  | \$5,000  | \$10,000  |
| grants**                               | 20%  | 20%  | 20%  | 40%   |
| Community (tourism)<br>trades grants** | \$4,000<br>40%   | \$2,000<br>20%   | \$2,000<br>20%   | \$2,000<br>20%  |
| Community grants disbursed** 2016-17   | \$17,950<br>18%  | \$18,753<br>18%  | \$36,236<br>36%  | \$28,814<br>28%   |

<sup>\*</sup> Council's Open Space Database calculated geographically by ward. \*\*Excludes shire-wide.

# Sustainability snapshot

Sustainability has been a key focus across the five Council Plan themes of Environment, Governance, Communities, Infrastructure and Development & Growth.

During 2016-17, Council made progress across all these areas by:

- working with the community to protect and enhance our **environment** with the roll out of the *Towards Environmental Leadership* program.
- ensuring sustainable governance through successful Council elections and a new four-year Council Plan.
- supporting sustainable **communities** by providing opportunities for local people to participate in and influence important Council projects.
- implementing the 'Building our Future' advocacy program to help ensure communities receive vital infrastructure so they can flourish.
- managing sustainable development and growth throughout the shire.

#### **Environmental sustainability**

The following Council Plan objectives underpinned efforts to achieve environmental sustainability:

- preserve and enhance the natural environment
- pursue alternative energies
- demonstrate leadership in innovative environmental practices
- · protect public open spaces and green belts.

Following the launch of our joint Council and community initiative *Towards Environmental Leadership* in 2015-16, there has been encouraging progress during the past 12 months to achieve the objectives of this program, particularly local renewable energy goals.

A key focus of the program has been the establishment of the 25% by 2020 Renewable Energy Taskforce to help the Surf Coast Shire meet or exceed the state government's renewable energy target. The roll out of the 'Power Up Surf Coast Roadshow' and 'Positive Charge' initiatives were two examples of Council's commitment to environmental sustainability under this program. More details about these initiatives can be read in the next section *Our Performance*.

Council's *Plastic Wise* program has gained significant traction during the past year, with various Surf Coast community groups coming on board to support this important initiative, which aims to reduce the use and distribution of single use plastics and to raise awareness of its harmful effects.

Council has supported the efforts of 'Plastic Bag-Free Torquay', which is seeking to phase out the use and distribution of single use plastic bags through local business and community groups. The organisation worked with local kindergartens to create library bags for pre-school children, while many Surf Coast retailers have now committed to the program, offering reusable and often recycled 'Boomerang Bags' as a more environmentally-friendly alternative for shoppers to use. The Surf Coast towns of Anglesea, Lorne, Torquay and Winchelsea have made great progress in reducing plastics, with all of these towns committed to being 'plastic bag-free'.

The development of a local and sustainable food program is underway, incorporating existing local food initiatives like *Eat Local Month*, and looking at new directions and actions for improvement of the local food economy, including ways Council can support local farmers in their transition to a future that is impacted by climate change.

The Bells Beach Surfing Recreation Reserve Coastal Management Plan 2015-25, now in its second year, saw the makeover of the former helipad site at Bells Beach Surfing Reserve, the construction of new gravel pathways, a low-key and natural timber viewing platform and the planting of 800 indigenous plants, all contributing to the enhancement and preservation of this important natural asset.

### Sustainable governance

Council Plan objectives aimed at achieving sustainable governance included:

- Robust risk management framework and processes
- High performing accountable organisation
- · Long-term financial viability
- Transparency in decision making and access to information
- Enhanced community engagement
- Advocacy on behalf of our community.

Our ability to govern sustainably and in our community's best interests is founded on the policies, principles and procedures comprising our governance framework.

Council elections in October 2016 were followed by the induction of new Council members and the development of a four-year Council Plan to set the strategic direction and priorities for 2017-2021.

Operating within the context of the 'Fair Go' rate-capping framework for the first time during 2016-17, Council completed a long-term 10-year financial plan to help govern sustainably into the future.

Council adopted its *Digital Transformation Strategy* in May, committing a further \$2 million to this program, which aims to use technology to transform the way Council does business.

## Sustainable communities

The following Council Plan objectives aim to support sustainable communities across the Surf Coast Shire:

- Communities that plan for, and recover from, disasters
- · Quality services allocated according to need
- Preservation of peaceful, safe and healthy environments
- Building leadership and skills within the community.

Our local community has been instrumental in some key Council achievements this year, providing valuable input into various projects, including the construction of the Djila Tjarri Park skate and play zone in North Torquay and the development of a masterplan for Lorne's Stribling Reserve. Read more about these significant projects in the following section *Our Performance*.

The ongoing Café-Style program for socially isolated people has improved access to appropriate services and information and provided an opportunity for participants to meet new people, explore new places and enhance their capacity to control their own lives.

Our annual youth survey provided significant insight into the challenges we face as a community when considering how we best cater for our young people. The announcement of our new Youth Pod previewed a new method for supporting young people in our community. The pod will provide greater access to much-needed health and wellbeing services in a safe location for young people.

Council continued to work with the state government on a plan for the future use of land in Anglesea post-Alcoa, through the 'Anglesea Futures Community Conversations'. The conversation series, coordinated by the Department of Environment, Land, Water and Planning (DELWP), Council and Parks Victoria, has provided an ongoing forum for community discussion and feedback on a range of issues, including future land use, water, planning and the long-term vision for the study area, following the closure of the Alcoa mine and power station in 2015. This feedback will inform the development of a Land Use Plan for the study area.

## Sustainable infrastructure

Council continued to provide long-term sustainable infrastructure, which is accessible, well maintained and safe, focusing on the following objectives from the Council Plan:

- · Allocation of infrastructure according to need
- · Accessible and well maintained Council facilities
- Enhance key rural and coastal roads and transport options.

'Building our Future', Council's advocacy program, sought funding support from government and potential partners to deliver safe roads, vibrant town centres, improved mobile communications and quality sports facilities in the shire.

Two new playgrounds in Winchelsea, construction of the Kurrambee Myaring Community Centre in Torquay North and the allocation of funding for the 'Town Centre Beautification Project' in Winchelsea, are examples where Council has sought to provide vital infrastructure for our growing communities. Further information about these projects is provided in the following section *Our Performance*.

Council's *Road Safety Strategy 2017-21* was completed last year, aligning with the *Road Management Plan*, which aims to provide safe, well-maintained roads throughout the shire and paves the way for a series of important road works.

## Sustainable growth and development

We seek to foster healthy and sustainable communities by supporting tourism and rural businesses, and encouraging clean industries and development that respects the Surf Coast's environment and lifestyle.

Objectives in the Council Plan that support this aim include:

- Protect productive farmland and support rural business
- Encourage sustainable economic development and growth
- Develop and grow sustainable year-round tourism
- Transparent and responsive land use and strategic planning

Population numbers on the Surf Coast continued to rise, particularly in Torquay and Winchelsea, challenging Council to manage the needs and priorities of a growing community, while retaining the intrinsic values and character of the shire.

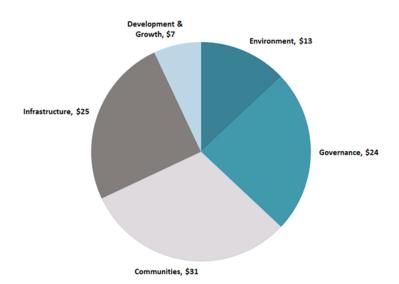
Key areas in which Council demonstrated its commitment to sustainable growth and development included the work on a long-term Spring Creek Precinct Structure Plan, review of Council's planning application process, and advocacy for the Great Ocean Road to ensure it continues to thrive and support our critical visitor economy.

Council has been working on a *Rural Hinterland Futures Strategy* to guide key actions for the hinterland area, and has completed an economic analysis and land use profile which will inform an 'Issues and Opportunities' paper. Agriculture was one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

# Services and projects delivered in 2016-17

Figure 8 shows how we spent every \$100 of rates revenue generated in 2016-17 to deliver on our Council Plan themes. Table 5 lists the major projects delivered under each theme.





## Table 5: Major projects delivered in 2016-17 by Council Plan theme

#### **Environment**

- Towards Environmental Leadership Program (adopted June 2016 with multi-year funding)
- Grass Tree Park Master Plan (multi-year funding)
- Bells Beach Coastal Management Plan Implementation Stage 1 (with multi-year funding)
- Surf Coast Plastic Wise Policy and Program
- Deep Creek Linear Reserve Upgrade (with multi-year funding)
- Anglesea Futures Support (Alcoa) and Anglesea River
- Winchelsea Common Restoration
- Street Lighting Upgrade Program
- Solar Towns and Solar Improvement Program
- Roadside Weeds and Pests Program
- Rabbit Management Policy and Program

#### Governance

- Digital Transformation Program (adopted 23 May 2017 with multi-year funding)
- Council Elections
- Development of Council Plan
- Domestic Animal Management Plan commenced
- Review of Community Developer Levy Process
- · Review of Infringement Debtors Process
- GORRT Regional Visitor Information Centre Review

## Communities

- White Ribbon Accreditation
- Aged and Family Strategy Implementation
- · Aged Care Reform Implementation Planning
- Pop-up Art Space
- Lorne Stribling Reserve Masterplan
- Vulnerable People in Emergencies Program
- Municipal Emergency Resourcing Program
- Long Day Care Planning Winchelsea contribution
- Public Safety infrastructure Project commenced
- Cadel Evans Race Elite Women Welcome
- Projection and Sound Equipment for the Globe Theatre

## Infrastructure

- Aireys Inlet Reserve Playground Renewal
- Road Safety Program
- Grenville Oval
- Grenville Oval Road and Car Park
- Contributions to Vicroads Projects Surf Coast Highway / South Beach Road Intersection
- Upgrade and Horseshoe Bend Road Widening south of South Beach Road
- Bellbrae Drainage and Streetscape Improvements
- Lorne and Winchelsea Big Belly Bins

- Lorne Swing Bridge Pathway
- Shared Path on Surf Coast Highway
- Bike Lane across Spring Creek
- Torquay Precinct Pathways
- Beach Road Long Vehicle Parking
- · Polwarth Oval Sports Lighting
- Anglesea Tennis Court Surface Replacement
- Aireys Inlet Tennis Court Resurfacing Project
- Spring Creek Tennis Court Resurfacing Project
- Djila-Tjarri Play and Skate Zone
- Anglesea Landfill Projects

## Development and Growth

- Anglesea Landfill Future Use Options
- Road Management Plan
- Unsealed Road Network Strategy
- Major Council Landholding Analysis
- Lorne Community Aspirations Stage 2 contribution
- Strengthened Town Boundaries Review (ongoing)
- Planning System Efficiency Improvements (ongoing)
- Torquay Central Business Area and Parking Planning
- Hinterland Futures (ongoing)
- Livestock Sales Yard Market Analysis Geelong
- Surf Coast Multi-sport Indoor Stadium Study
- Growing Winchelsea Place Making Strategy

# Listening and speaking for our community

Creating conversations, listening and responding to our community, and advocating on its behalf are fundamental to Council's role.

During 2016-17, key community engagement initiatives included:

- **Surf Coast Conversations** digital community engagement hub, where community members were able to provide feedback and ideas about various projects and services.
- Roll out of *Towards Environmental Leadership* as a joint Council-community initiative to support Surf Coast Shire to become an environmental leader.
- Appointment of community-based panels, task forces and committees to provide advice and input on significant initiatives.
- Widespread community input into Council's primary strategic document, Council Plan 2017-21.

In addition, our 2016-17 **advocacy program** focused on three key priority areas: the 'Great Ocean Road Visitor Economy', 'Towards Environmental Leadership' and 'Building Our Future'.

The Federal Election was held July 2016 and Surf Coast Shire was successful in attracting support for priorities from the major political parties in the lead up to the election. The re-elected Coalition committed \$31.9 million to projects in Surf Coast. Major investment included:

| Project  | Amount       |
|--|--------------|
| Funding to upgrade the Great Ocean Road  | \$25,000,000 |
| Three mobile towers addressing blackspots in Anglesea, Airey's and Bellbrae  | \$960,000    |
| Upgrade change rooms and scoreboard at Stribling Reserve, Lorne  | \$230,000    |
| Blackgate Road between Horseshoe Bend Road and Minya Lane;<br>Cape Otway Road between Gherang Road and Considines Road at<br>Modewarre | \$1,959,000  |
| Upgrade netball facilities at Spring Creek Reserve Torquay.  | \$200,000    |
| Upgrade to Forest Road and Grays Road, Paraparap.  | \$1,070,000  |
| Jan Juc SLSC upgrade   | \$2,000,000  |
| Anglesea Bowling Club upgrade  | \$500,000    |

A highlight in the year was the announcement by the state government in August 2016 that it would permanently ban onshore unconventional gas exploration and mining in Victoria, something Council had advocated for since 2015.

## **Surf Coast Conversations**

Our digital community engagement hub *Surf Coast Conversations* provides an opportunity for the community to have input and learn more about various community projects and issues. It is a space where people can tell us what they think, make submissions and have questions answered.

During 2016-17, the community helped shape the following projects through this important online forum:

- Winchelsea Playgrounds
- Grasstree Park Masterplan
- Torquay District Historic Society new garden project
- Family Day Care Review
- Torquay North Children's Centre
- Council Plan 2017-2021
- Budget 2017-18
- · Road Safety Strategy
- Road Management Plan 2017-2021
- Spring Creek Precinct Structure Plan
- Aireys Inlet Masterplans
- Aireys Inlet Pedestrian Crossing
- Stribling Reserve Masterplan

Ongoing projects for community input at **Surf Coast Conversations** include the *Towards Environmental Leadership* program, Positive Ageing Review, Winchelsea Streetscape improvements, the Torquay Town Centre project and a new Domestic Animal Management Plan.

## **Towards Environmental Leadership**

Towards Environmental Leadership is a joint Council-community initiative to support Surf Coast Shire to become an environmental leader. A key aspect of this initiative has been the appointment of our 25% By 2020 Task Force to help us achieve the state government's renewable energy target.

Local groups have launched initiatives that will contribute to a more sustainable future. Some of the community-led groups that Council is supporting include:

Surf Coast Energy Group (SCEG): Local residents focused on tackling climate change and sustainability at a local level.

Anglesea Community Energy (ACE): Environmentally-conscious locals striving towards a major environmental goal – 100 per cent renewable energy in Anglesea.

Anglesea Community Garden: Propagating herbs to start a herb garden at Anglesea Aged Care for residents to enjoy.

Anglesea Resale Shed: Selling reusable materials that are diverted from landfill.

Plastic Bag-Free Torquay, Boomerang Bags and Torquay Kindergarten: Aligning with Council's Plastic Wise Policy, a collaboration that provides children with reusable library bags.

Community Garden 3231: Teaming up with local businesses to maximise the garden's compost facility by collecting organic vegetable waste.

Eat Local Month: Featuring events each March/April to support and promote local producers in the Surf Coast Shire.

## Community-based panels, task forces and committees

Community-based panels, task forces and committees worked with Council during the past year to help shape various Council initiatives.

The appointment of a community-based panel and the overall engagement process employed by Council to provide input into the draft **Spring Creek Precinct Structure Plan**, was highly commended in the 2017 LGPro Awards for Excellence.

Community reference groups provided input into the design of the **Djila Tjarri Park skate and play zone in north Torquay** and two new **Winchelsea playgrounds**, while Lorne community members took a lead role in the creation of the **Stribling Reserve Masterplan** to guide development and ensure the new reserve meets community needs into the future.

The All Abilities Advisory Committee continues to inform Council decisions and supports the implementation of the *Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-2024* to ensure support for all abilities in our community. In Winchelsea, an 'Access Township Map' was launched, providing information on accessible public facilities, services and features, while in Anglesea an all-abilities boat was added to the Lions Park playground to help create an inclusive community where everyone can participate. This committee was closely involved in planning for playgrounds and development of master plans throughout the year as well as supporting Council's funding application for a Changing Places change and toilet facility.

## **Anglesea Futures Community Conversations**

While the Victorian Government has been managing this engagement process with the local community with regard to Anglesea's environmental, social and economic future post-Alcoa, the Surf Coast Shire Council has played a facilitation role.

The Anglesea Futures Community Conversations series continued during 2016-17 and provided an important forum for discussion on a range of issues, including future land use, the heath, water and other implications for the Anglesea region. Community feedback will inform the preparation of a draft land use plan that will be released for public comment later in the year.

#### Advocacy program

The community is at the heart of Council's proactive advocacy approach, which this year focused on three priority areas:

- 1) Great Ocean Road Visitor Economy: Council stepped up its program to advocate for the Great Ocean Road and was delighted to see the Victorian Government provide an additional \$25 million to support this vital link. Council is committed to working with state and federal government and the community to capitalise on the Great Ocean Road, spearheaded by the creation of a Great Ocean Road Gateway Experience, which positions Torquay as a must-do destination.
- 2) Towards Environmental Leadership: This program is targeting sustainable land use, the support of local food production and consumption and greater participation in renewable energy through a mix of community-led and Council initiatives.
- 3) Building our Future: Council seeks to provide its communities with critical infrastructure. The advocacy program aims to draw the attention of government and potential partners to the shire's funding needs and opportunities. This includes safe roads, vibrant town centres and improved mobile communications, and the fostering of active communities through quality sports facilities.

Council will continue to present these key priorities to government and potential partners in a bid to ensure the shire remains top of mind for funding and partnership opportunities.

## Milestones and Events

## **July 2016**

- Aireys Inlet officially declared itself a Refugee Welcome Zone, with a 'welcome' sign installed at the town entrance, supported by the Aireys Inlet branch of Rural Australians for Refugees [AIRAR].
- A highlight of NAIDOC Week was the screening of the award-winning Australian documentary Putuparri and the Rainmakers at Lorne Cinema.
- People were enticed out of winter hibernation for the annual Love Winter in Aireys festival, which featured a variety of local events, including the sell-out cultural extravaganza Aireysistible.
- A new \$191,500 tennis and play space at Modewarre Reserve proved a big hit with the local community.
- Ten participants from across the Shire graduated from this year's Casuarina community leadership program.
- All those who knit, crochet, weave, or felt were busy creating items for the Celebration of Yarn & Beanie Festival, with an opportunity to display their work at various locations around the Surf Coast, and to donate items to those in need.

#### August

- Council and community groups welcomed the announcement by Victorian Premier Daniel Andrews
  that the state government would permanently ban onshore unconventional gas exploration and
  mining in Victoria.
- An open day in Winchelsea was well attended by community members keen to provide input into the future of the Winchelsea Common, with locals signaling a strong desire to make good use the area
- The coastal village character of the Aireys Inlet to Eastern View area was protected under a new amendment adopted by Council.
- Lovers of local arts and culture were spoilt for choice with Anglesea's One-Act-Play Festival, the fabulous Surf Coast Arts Trail weekend and the Spring Flower and Arts Show in Winchelsea.
- The Love Winter in Aireys festival continued to warm the hearts of locals and visitors, with the highly acclaimed Wintersong music event at the Aireys Pub and the celebration of International Lighthouse Day at Split Point Lighthouse.

## September

- Skaters dropped in to check out the new 12ft-deep skate bowl the deepest in Australia at the
  new \$1.4 million Djila Tjarri Park skate and play zone in north Torquay, which was officially opened
  at an action-packed community celebration.
- Youth voices were heard loud and clear in response to the annual Surf Coast Shire Youth Survey, with 650 responses driving a range of initiatives to support youth in our community.
- Runners were out in force for the annual Surf Coast Century, which started and finished in Anglesea, the Hoka One One Trail Running Series also in Anglesea, and the Surf Coast Hell Run in Lorne.
- Those who prefer a set of wheels took to *Amy's Gran Fondo* event, which offered short and long rides along the Great Ocean Road.
- The Festival of Performing Arts (FOPA) in Lorne proved itself one of the region's top arts and
  culture events, with hundreds flocking to the popular foreshore area to enjoy a weekend of
  intoxicating shows, while nature-lovers and art enthusiasts alike attended the annual ANGAIR
  Wildflower Weekend and Art Show in Anglesea.

 Torquay's Cowrie Market and the Deans Marsh Community Market heralded the start of the Spring market season.

#### October

- Community members were out in force to have their say and elect local Councillors for a new fourvear term.
- Council welcomed the announcement of federal funding for the much-needed *Winchelsea Town Centre Beautification* project.
- The inaugural winners of the Surf Coast Shire Over 65s Awards were acknowledged, recognising the invaluable contributions of over 65s in our community, as part of this year's Seniors Week.
- New life was sown at Bells Beach Coastal Reserve, with the planting of 800 indigenous plants as part of *Rip Curl's Planet Day Program*.
- The local arts community welcomed Council's new Surf Coast Art Space in Anglesea which will
  remain open until at least September 2017, providing a welcome space to showcase the diverse
  talent of local artists. The Art Space was launched with the Surf Coast Shire Art Calendar
  competition and exhibition which was attended by 600 people.
- Foodies had their fix at the annual DAFT (Drink Arts Food Torquay) Festival, while wine lovers
  made the most of Toast to the Coast.
- Kids got spooked at Halloween's *Trick or Treat Kidz Fest*, a fun-filled event at Winchelsea's Barwon Park Mansion, while kites were flying high at the *Surf Coast Kite Fest* in Torquay.
- Sporting enthusiasts were well-catered for with the *Deans Marsh Community Fun Run*, the *Torquay Boardriders Club* surfing event, the *Great Ocean Road Cycling Classic* in Lorne and *Anglesea Golf Club's 62nd Annual Open*.

## November

- Results from Council elections were declared, with Councillor Brian McKiterick elected Mayor by his fellow Councillors.
- The Great Ocean Road received a welcome shot in the arm, with the Victorian Government committing \$25 million towards its ongoing maintenance.
- Deakin University and the Surf Coast Shire Council signed a Memorandum of Understanding (MOU) for a three-year partnership to explore opportunities for ongoing collaboration.
- Players from local Surf Coast cricket clubs played for the inaugural White Ribbon Cup at a limitedovers cricket match in Torquay, raising awareness of the need to prevent violence against women.
- Residents were encouraged to clean up their properties before the fire season, with free green waste disposal made available at Anglesea, Lorne and Winchelsea transfer stations.
- Film buffs were entertained with a multitude of screenings at the annual Lorne Film festival, while
  fans of the stage were treated to a performance of David Williamson's Scarlett O'Hara at the
  Crimson Parrot by the Torquay Theatre Troupe.
- It was white-water therapy for competitors in the Surf Coast Longboard Club Competition at Point Impossible, and the Surf Life Saving Victoria Endurance Championship and Surf Boat Carnival.
- Treasure hunters enjoyed the Geocaching Surf Coast Event, using GPS to explore the region and locate hidden items.
- Participants in the Surf Coast After Glow Trail Run enjoyed a twilight outing on the track between Torquay and Point Addis.

#### December

- The Surf Coast tapped into a more inclusive community with a Balloon Football Come and Try Day, bringing together people of all ages and abilities for a fun afternoon in Winchelsea.
- Victoria's biggest bike riding festival, the Great Victorian Bike Ride, travelled the Great Ocean Road this year, giving more than 4,200 cyclists a rare opportunity to immerse themselves in this spectacular scenery.
- Christmas joy was spread near and far with carol services held in Deans Marsh, Winchelsea, Aireys Inlet, Lorne and Anglesea.
- Anglesea kicked off an adventurous summer with the annual Roo Fun Run, Rock 2 Ramp Swim
  and Adventurethon, while Surf Life Savers were kept busy at a range of competitions along the
  coast
- The annual Falls Music and Arts Festival was held in Lorne, while markets continued at Winchelsea, Aireys Inlet and Torquay.

## January 2017

- Rowers continued the tradition of the annual New Year's Day Regatta on the Anglesea River, an
  event that has continued for more than 100 years, showcasing the fierce rivalry between Anglesea
  and Aireys Inlet boating enthusiasts.
- Australia Day celebrations were held across the shire, with citizenship ceremonies in Anglesea and Torquay.
- The Nightjar Festival in Torquay was awarded the 2017 Surf Coast Shire Australia Day Award for Community Event of the Year, while local swimming star Phoebe Mitchell won Young Citizen of the Year, and Frack-Free Moriac campaigner Alison Marchant tied for Citizen of the Year with all-round community champion Peter Spring.
- Surf and swim events topped the summer calendar, with various surf carnivals at local beaches complemented by Lorne's *Pier to Pub Ocean Swim* and the *Danger 1000 Ocean Swim* in Torquay.
- It wasn't all water sports along the coast, with the challenging hills of the Lorne Mountain to Surf Run, the Tim Gates Memorial Fun Run in Fairhaven, and the Bells Bash Cliff Run in Jan Juc, all proving popular events.
- Winchelsea's natural landscape inspired artwork for two sculptures to adorn the township entrance, while art lovers in Aireys Inlet enjoyed a day of *Art in the Park*.
- Children also got into the art scene, with the annual Kids Art Bash at Anglesea Art House inspiring
  many young residents and visitors to explore their creativity.
- Away from the beach, people were engaged in the Bells Beach Film Festival, Minya by Moonlight
  Concert Series at Connewarre, the Summer Sculpture Exhibition in Anglesea, the Nightlife Fashion
  Exhibition at Winchelsea's Barwon Park Mansion and the popular Sheep Dog Trials in Deans
  Marsh
- Cyclists enjoyed being part of the third Cadel Evans Great Ocean Road People's Ride in Torquay, while Council formally welcomed elite female participants for the Cadel Evans Great Ocean Road Elite Women's Race.
- Markets continued across many communities, including Torquay's Nightjar Festival, the Torquay Cowrie Market, Anglesea Riverbank Market, Lorne Foreshore Market, Winchelsea Makers & Growers Market and the Aireys Inlet Market.

## **February**

- Council's interactive educational board game The Fire Game took out top honours at the prestigious local government 2017 LGPro Awards for Excellence.
- The beach at St George River near Lorne was turned into a magical wonderland, with the annual Castle and Candle Competition inspiring keen builders to turn their hand to sandcastles.
- Summer events continued with the *Torquay Rotary Motor Show 2016* and the *Winchelsea Horticultural Garden Club Autumn Show* both attracting enthusiastic crowds, while the annual *Pancake Day* (Shrove Tuesday) fed the hordes at Aireys Inlet to help raise money for those in need, through the local Uniting Church.
- The ocean was never too far from the scene, with more Surf Life Saving carnivals at Lorne and Torquay, and the *Woorangalook Victorian Koorie Surf Titles* in Fairhaven.

## March

- Council partnered with not-for-profit energy expert Positive Charge to provide independent energy advice and assist the community in exploring options for solar power.
- Foodies were out in force for *Eat Local Month*, showcasing the region's extensive food offering, while drawing attention to the importance of buying and eating local produce.
- A community effort saw more than \$68,000 raised in the 2017 Surf Coast Relay For Life, with more than 500 people participating in 26 teams in the annual fundraiser for Cancer Council Victoria.
- Mayor Brian McKiterick discussed the importance of the Great Ocean Road with Prime Minister
  Malcolm Turnbull in Canberra, as part of the G21 Board Delegation that visited the nation's capital
  to discuss regional priorities.
- A bold panel inspired people to share bold ideas at the 2017 International Women's Day event, where more than 130 people were welcomed to hear writer and comedian Catherine Deveny lead an entertaining discussion on the theme Be Bold For Change.
- Surf Coast Shire Council was officially recognised as a *White Ribbon Workplace* by White Ribbon Australia, for its commitment to preventing and responding to violence against women.
- 'Mystery Guest' Tash Sultana inspired the crowd at this year's Aireys Inlet Open Mic Music
  Festival, where hundreds of music-lovers enjoyed an eclectic mix of free, live music on the coast.
- Art aficionados enjoyed the Anglesea Arts Studio Group Exhibition, while the sweet-smelling Country Dahlias Flower Festival took place in Winchelsea.
- The Great Ocean & Otway Classic Ride in Torquay, Stand-Up Paddle Board (SUP) Titles at Point Impossible, and the Surf Boats Carnival in Torquay provided ongoing action along the Surf Coast.

# April

- Community members were given a chance to have their say on the *Torquay Town Centre Project*, with a stakeholder workshop, stakeholder walking tour, a community drop-in session, and a community survey that attracted 350 responses.
- Top-ranked young surfers in the shire had an opportunity to be recognised in the Rising Star Surfing Awards, in the lead up to the world-famous Rip Curl Pro at Bells Beach.
- Young families flocked to Anglesea for the KAOS (Kids Adventure Outdoors) festival, while hues of red, green, yellow and blue were on show at the Hare Krishna Colour Festival in Winchelsea, and music enthusiasts enjoyed Music @ the Marsh in Deans Marsh.
- A low-key timber viewing platform enhanced the Bells Beach Surfing Reserve, providing a natural
  area to watch surfers perform at the famous break, including those competing in this year's 2017
  Rip Curl Pro.

- The Surf Coast Youth Awards recognised 10 young people for their valuable contributions to our community.
- Anzac Day services were held across the Shire in Anglesea, Torquay, Winchelsea, Modewarre and Lorne.
- Walkers huffed and puffed and enjoyed spectacular views in the 40km Surf Coast Trek, from Aireys Inlet to Torquay, raising money for local charity groups.

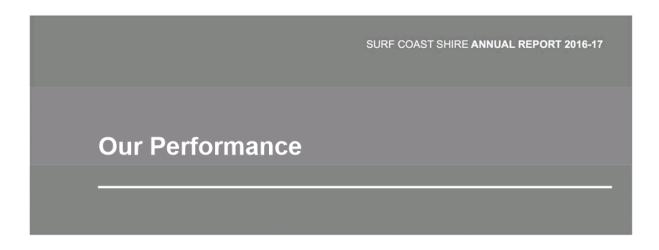
#### May

- Community members were invited to provide feedback on the five themes of the draft Council Plan 2017-2021, helping to shape the Council's strategic direction for the next four-years.
- With research showing that volunteers live happier and healthier lives, Surf Coast Shire celebrated
  the contributions of volunteers during National Volunteer Week with the theme 'Give Happy, Live
  Happy'.
- The Lorne community welcomed Council's endorsement of the Stribling Reserve Masterplan, a
  community-led initiative to guide improvements to this key community space for the next 10 years
  and beyond.
- Surf events were held in Jan Juc, Torquay and Bells Beach, while on land, the *Great Ocean Road Running Festival* took place in Lorne.
- Music lovers enjoyed a mesmerising performance by the *Victoria Welsh Choir* at Aireys Inlet, while theatre-goers were entertained by *The Laramie Project*, presented by Torquay Theatre Troupe.

## June

- The *Power Up Roadshow* kicked off across the shire, taking the message of renewable energy to residents of Torquay and Anglesea.
- Road-trippers were made welcome in Winchelsea after Council resolved to make the town 'RV-friendly' year-round.
- Council worked towards its vision of an engaged, innovative and sustainable community with the adoption of the *Council Plan 2017-21*, incorporating the *Health and Wellbeing Plan*.
- After considering community feedback, Council adopted its final 2017-18 Budget, announcing a new \$18.9 million capital works program, with a planned 71 projects and initiatives across the Surf Coast Shire.
- Protectors and propagators of native plant species welcomed the new ANGAIR Indigenous Plant Centre behind the Memorial Hall in Anglesea, to help support the natural environment and beauty of Anglesea and Aireys Inlet.
- Council resolved at its June meeting to fly the rainbow flag continuously in support of the Surf Coast LGBTIQ community, on a dedicated flagpole located on the grassed area in front of the Council offices.
- The community spirit of Torquay, Anglesea and Winchelsea Lions Clubs underpinned the launch of a new Youth Pod, in response to the 2016 Youth Survey, which found there was a need to establish a youth-specific facility that provided health and wellbeing services in a safe location.
- The 2017 Love Winter in Aireys festival was launched over cups of coffee and cake at the Biggest Morning Tea, hosted by The Captain of Aireys, to raise funds for cancer research.
- Local artisans displayed their creations at the annual Anglesea Art & Craft Show, showcasing a
  vast array of local talent.
- Competitors in the Surf Coast Trail Marathon journeyed through the unique Surf Coast environment, with spectacular ocean views to inspire them as they ran from Fairhaven to Torquay.

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This section outlines significant achievements and challenges for 2016-17 against each of the Council Plan's five themes:

- Environment
- Governance
- Communities
- Infrastructure
- Development and Growth

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# **Environment – Leading**

Council reasserted its position as a leader in both the region and the country for sustainable and environmentally-friendly practices, with the roll out of the *Towards Environmental Leadership* program this year.

This ongoing joint council and community program was built on existing environmental achievements to set directions for the future, with a focus on three key themes, which align directly with the internationally respected One Planet Framework:

- Renewable Energy (establishment of Renewable Energy Taskforce)
- Local & Sustainable Food (development of a local food strategy)
- Land-Use and Wildlife (encompasses two projects: Rural Hinterland Futures Strategy and Strengthening Town Boundaries)

Towards Environmental Leadership is Council's first paper-free, interactive, digital program, and has been pivotal in supporting key environmental objectives this year, particularly with regard to renewable energy goals.

A key initiative was the establishment of the 25% by 2020 Renewable Energy Taskforce to help the Surf Coast Shire meet or exceed the state government's renewable energy target. Independently chaired, with representatives from Council, industry and the community, the Taskforce released a 'roadmap' action plan during the year, to identify ways we can support the renewable energy target.

During the year, Council also worked hard to address challenges facing our local environment, including the rehabilitation of the former Alcoa mine site in Anglesea, a clean-up plan for Winchelsea Common and ongoing management of pests, plants and animals.

The year ended with the launch of key renewable energy projects, including the *Power Up Surf Coast Roadshow* and *Positive Charge* initiative.

## **Achievements**

## Power Up Surf Coast Roadshow

Power Up Surf Coast was developed to take environmental initiatives directly to the community, delivering a series of renewable energy roadshows designed to help community members access reliable and trustworthy information about how they can 'power up' with renewable energy and participate in a solar bulk-buy program involving local installers. Interested crowds attended the first two Power Up sessions in June 2017, at Torquay and Anglesea, with additional sessions planned for other parts of the shire, including Winchelsea.

## Positive Charge

Council partnered with not-for-profit social enterprise *Positive Charge* to work on behalf of Surf Coast Shire Council on a solar bulk-buy program. The program aims to encourage increased uptake of renewable energy systems by making it easier and cheaper for people to install solar, using components and local installers that offer high quality at a fair price.

In addition, solar panels were installed on a number of community and civic buildings, including Surf Coast Library, Lorne Visitor Information Centre, Winchelsea's Eastern Reserve, Jan Juc Preschool and the Council office in Torquay as part of the solar improvement project. The buildings were selected because they are busy during the day, when solar energy is more efficient.

## Other Achievements

- Ban on unconventional gas exploration: The Surf Coast Shire welcomed the state
  government decision in August 2016, to permanently ban onshore unconventional gas
  exploration and mining in Victoria. Council had advocated since 2015 to oppose the
  exploration and mining of unconventional gas in the shire and bring an end to fracking. This
  included the lodgement of submissions to the federal government's Senate Select Committee
  on Unconventional Gas Mining and Victorian Parliamentary Inquiries into unconventional gas
  mining.
- Jan Juc Creek Daylighting Project: A 230m section of the Jan Juc Creek was restored, with
  the decommissioning of ageing underground drainpipes and removal of 800m<sup>3</sup> of fill, which
  returned stormwater flows to the surface of the creek. Not only did this project improve the
  public space, it brought environmental diversity back to Jan Juc Creek, with native plants and
  wildlife, and helped ensure the stormwater going back into our oceans is of better quality.
- Playing 'The Fire Game': The award-winning board game The Fire Game was distributed
  across the Surf Coast Shire to help communities prepare for bushfire. Inspired by local towns
  and developed by the Surf Coast Shire Council, the interactive and innovative board game
  puts players in situations that simulate some of the real challenges of a bushfire. It helps
  people to plan ahead, adapt and be better prepared to make decisions under pressure in the
  event of a bushfire affecting their area. A revised version of The Fire Game was released in
  April 2017 for the Surf Coast Shire, along with versions for Colac Otway and Corangamite
  Shires.

## Challenges

## Post-Alcoa Site Rehabilitation

The closure of Alcoa's power station and coalmine in Anglesea has required substantial and ongoing community engagement and conversations with key agencies to ensure effective rehabilitation of this site. The area is surrounded by the Great Otway National Park and the world-renowned Anglesea Heathlands, pointing to the need for a long-term focus on rehabilitation that is in the best interests of our community and the environment.

A 'Mine Rehabilitation and Closure Plan' was developed by Alcoa and presented to the community in June 2017 for feedback before submission to the state government.

## Winchelsea Common

Specialist contamination consultants worked with the Department of Environment, Land, Water and Planning (DELWP) – with support from Surf Coast Shire Council – to develop a 'Clean Up Plan' for Winchelsea Common, which has been closed to the public since 2013 when high levels of lead shot and other related contaminants were detected.

A 'Future Use Plan' was approved by Council in April 2017, taking into account 150 submissions from community members, recommending the site be primarily used for passive recreation and the protection of high value native vegetation. DELWP commenced remediation, initially removing contaminated material, including tyres.

## Pest plants and animals

Pest plants and animals remain an ongoing challenge for the Surf Coast Shire, but Council is committed to working in partnership with community groups, private landowners and other land managers to manage this.

Rabbits are Australia's most serious pest animal. They destroy plants, cause soil erosion and compete with native fauna for food and habitat. A new *Rabbit Management Policy* was adopted in September, using best practice rabbit management on Council-owned and managed land, and will be trialed for one year before being reviewed by Council in consultation with key stakeholders.

In addition, a new rabbit biocontrol – the K5 calicivirus – was released nationally for the first time in more than 20 years, with the aim of providing a much-needed reduction in rabbit numbers. Council, local land managers and some Landcare groups released the biocontrol at several sites across the Surf Coast in 2016.

## **Next Steps**

## Continuing environmental leadership

Council will pursue its goals to reach the state government renewable energy target of 25% by 2020, implementing ongoing initiatives under the *Toward Environmental Leadership* program.

In partnership with Deakin University, Council is exploring opportunities to create a renewable energy hub at the Community and Civic Precinct in the north of Torquay. Council will explore how to best generate, store and share renewable energy within the precinct.

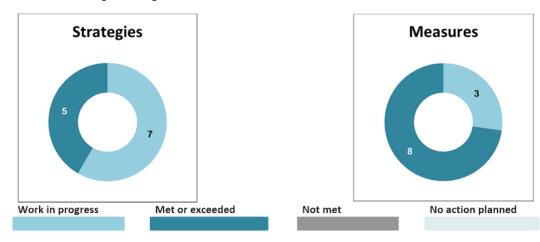
#### Anglesea post-Alcoa

The decommissioning of the Alcoa power station and remediation of the land is expected to commence during 2017-18. Council will work closely with relevant agencies to ensure best outcomes for our local community and the environment as this project continues.

## Winchelsea Common

Council will continue to support the planned improvements to the amenity of Winchelsea Common, including the establishment of an interpretive walking path, and will monitor remediation work by DELWP during the first stage of the cleanup. The Common will reopen as soon as it is deemed safe to do so.

# Performance during 2016-17 against Council Plan: Environment



| Environment     | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------|---------|---------|---------|---------|---------|
| Expenditure \$m | 1.9     | 2.2     | 2.5     | 7.6     | 8.7     |
| Expenditure %   | 3%      | 4%      | 4%      | 12%     | 13%     |

# Governance - Enriching

Council elections in October 2016 saw significant work undertaken in the lead up to the election of the new Surf Coast Shire Council, followed closely by the induction of the new Council members and the development of a four-year Council Plan to set the strategic direction and priorities for 2017-2021.

Adopted in June 2017, the Council Plan helped shape the 2017-18 Budget, which featured \$18.9 million in capital works to 71 new projects and initiatives across each of the shire's four wards, with a continued focus on environmental and social issues.

Operating within the context of the 'Fair Go' rate-capping framework for the first time during 2016-17, Council successfully overcame new financial challenges while upholding its purpose to help our community and environment to thrive.

### **Achievements**

## Council Plan 2017-2021

Valuable community input laid the foundation for development of the new Council Plan, identifying key themes and helping Surf Coast Shire Council create a strategic document that will guide decision-making over the next four years. The new Council Plan incorporated for the first time the Health & Wellbeing Plan, reflecting Council's commitment to improved health and wellbeing for the local population.

As part of the plan, Surf Coast Shire Council set goals for many highly valued priorities, including infrastructure, community life, renewable energy, transport corridors, digital technology, customer service and financial responsibility, across the five main themes of community wellbeing, environment leadership, balancing growth, vibrant economy and high performing council.

## Budget 2017-18

The 2017-18 Budget was adopted in June 2017, with plans to deliver \$18.9 million of capital works to 71 new projects. The budget included a rate increase of two per cent – aligning with the rate cap set by the Victorian Government – while the waste service charge was increased by four per cent. The latter will help fund projects that will improve the management of waste and recycling, including landfill rehabilitation works.

## Other Achievements

- White Ribbon Workplace: Council strengthened its commitment to prevent and respond to
  violence against women, gaining accreditation as a 'White Ribbon Workplace' in March 2017
  a first in the G21 region aligning with Council's annual White Ribbon Day campaign to stop
  violence and abuse both in the workplace and in the community. Lasting three years, the
  White Ribbon accreditation by White Ribbon Australia recognises an ongoing commitment to
  drive change in the prevention of violence against women.
- Deakin University partnership: Council demonstrated its desire to work in collaboration with
  the community, signing a Memorandum of Understanding (MOU) with Deakin University that
  formalises a three-year partnership to help tackle key issues on the Surf Coast, including
  tourism and the visitor economy; renewable energy and energy efficiency; evolution of
  communities and our places; health and wellbeing; and student placements and project-based
  learning.

#### Challenges

#### Impact of rate capping

Council undertook a variety of measures to ensure it maintained a safe financial position within the framework of the 'Fair Go' rate-capping system.

The Business Improvement program achieved savings of \$450,000 over the past 12 months, while the introduction of simplified monthly financial statements allowed Council to more easily track its financial position across the year.

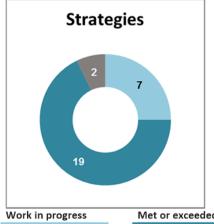
Council has researched alternative revenue streams and, importantly, implemented an advocacy program to identify opportunities to effectively collaborate with state and federal governments, and other partners where possible. Advocacy priorities for the past year were identified as the 'Great Ocean Road Visitor Economy', 'Towards Environmental Leadership' and 'Building Our Future'.

#### **Next Steps**

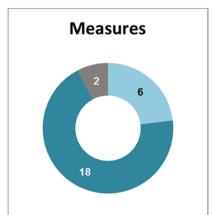
#### Continuing our digital transformation

The 2017-18 Budget committed a further \$2 million to be invested in the Digital Transformation program, in accordance with the strategy that Council adopted in May. The program focuses on using technology to transform the way Council does business, making Council easier to access, delivering better financial outcomes and customer experience with simpler, clearer and faster online services. In its first phase, the Digital Transformation project will focus on managing planning applications, customer management systems and improved financial management systems.

#### Performance during 2016-17 against Council Plan: Governance







| Not met | No action planned |
|---------|-------------------|
|         |                   |

| Governance      | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------|---------|---------|---------|---------|---------|
| Expenditure \$m | 11.6    | 12.9    | 13.3    | 12.9    | 16.5    |
| Expenditure %   | 21%     | 21%     | 23%     | 21%     | 24%     |

# Communities - Thriving

Community voices were behind many major projects and achievements within the Surf Coast Shire during the past year. From the opening of the Djila Tjarri Park skate and play zone in North Torquay to the development of a masterplan for Lorne's Stribling Reserve, our community has been at the heart of everything Council has achieved.

A significant youth survey highlighted important challenges that we face as a community, while ongoing conversations about the future of Anglesea post-Alcoa reinforced the importance of remaining engaged and working toward a long-term, sustainable solution.

#### Achievements

#### Djila Tjarri Park skate and play zone in Torquay North

The \$1.4million Djila Tjarri Park skate and play zone in Torquay North was opened in September 2016, providing an important space for recreation and supporting the need to build healthy and engaged communities.

Community consultation included engagement with reference groups to develop the key elements of this project, including design, while local students provided important input into the play and skate area features. A 12ft deep skate bowl – the deepest in Australia – is a major drawcard of the park, which also features an undercover street skating plaza, a unique interactive toddler and preschool playground area and an adventure play area for all ages and abilities.

Council contributed \$865,000 to the project, jointly funded by the federal government through the Regional Development Australia Fund (\$500,000) and the Victorian Government via the Regional and Local Government Infrastructure Program (\$50,000).

# Other Achievements

- Stribling Reserve masterplan: An innovative partnership between Lorne community members
  and Council saw the adoption of a masterplan to guide improvements to this important
  community space over the next decade. Agreed priorities include improved female facilities,
  retaining the space as a village green and enhancing facilities for sporting groups and community
  organisations. This project will be completed in stages over a number of years, subject to funding.
- Supporting elite women cyclists in Cadel Evans Great Ocean Road Race: Council was
  delighted to host the 'Welcome Wave' event in January for national and international competitors
  and their teams in the Deakin Elite Women's Road Race, helping to promote the participation and
  recognition of women in sport. The race was part of the annual Cadel Evans Great Ocean Road
  Race, which showcases the natural beauty of the Surf Coast Shire on a ride that starts on the
  Great Ocean Road at Torquay, then detours to iconic Bells Beach before heading to the
  hinterland of Modewarre and Moriac.
- Youth survey: A shire-wide youth survey undertaken in September attracted an overwhelming 650 respondents aged between 12 and 25. Results showed that respondents were passionate about what the Surf Coast offers young people, with the most pressing issues identified as employment opportunities (52%), free youth-friendly and accessible doctors (42%) and mental health services for young people (33.7%). One of the first responses from Council was to develop a Youth Pod, which was launched in June with support from local Lions Clubs, to provide health and wellbeing services in a safe location for young people. In addition, the pod can be used as a social outlet for young people to play music, create art or simply hang out and connect with other young people.

- Moriac Community Network: The Moriac Community Network was established for all residents, businesses and local groups in the district, to help promote the area and develop initiatives and services that will enhance the local community. The new group was one of 24 successful applications in the December 2016 round of the Surf Coast Shire Council Small Grants Program, and received \$3090 towards the design of a website and the development of a community newsletter.
- Surf Coast Shire Art Space: The Surf Coast Shire Art Space in Anglesea was very popular with artists and audiences throughout the year. The Art Space is a retail property which Council leased to provide a space primarily for artists of the Surf Coast Shire to exhibit their work and build their skills. Thirteen exhibitions were held as well as poetry recitals, music performances and artists' workshops and meetings. Artists of various levels of skill, experience and professionalism have used the space and over 6,000 people attended the Art Space for the year. The feedback Council received from both artists and audiences was overwhelmingly positive.

#### Challenges

#### Responding to youth survey issues

Findings from the youth survey set the challenge for Council to consider ways in which it can improve the wellbeing of young people in our community. In addition to the key issues of employment, access to doctors and mental health services, the survey identified alcohol and other drugs, the environment and equality as matters of concern.

Importantly, 93 per cent said they would like to be consulted regarding Council decisions that affect them, paving the way for Council to work more closely with young people, and to foster partnerships with service providers in a bid to improve the wellbeing of youth in our community.

#### Anglesea Futures post-Alcoa

Council partnered with the Department of Environment, Land, Water and Planning (DELWP) and Parks Victoria on the *Anglesea Futures Community Conversations* project, which explored the future use of the Anglesea power station and coal mine following its closure in August 2015.

The future of the site is of tremendous importance to the local community and despite the ongoing challenges we face in determining best outcomes, Council is committed to working with DELWP and Parks Victoria to create a sustainable plan for the future use of the area.

The Community Conversations framework provided an important vehicle for discussion on a range of issues, including future land use, the heath, water and future implications for the Anglesea region. Community feedback included ideas for mountain bike trails, tourism facilities and renewable energy, with preferred uses incorporated into a draft land use plan that will be released for public comment later in the year.

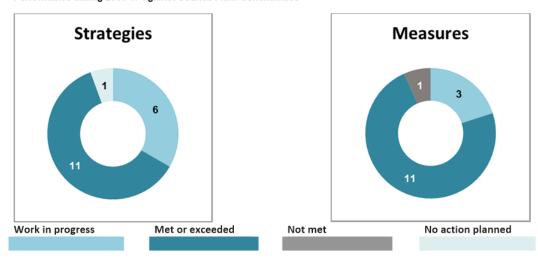
#### **Next Steps**

#### Helping our community to thrive

Council's aim is for the Surf Coast Shire to be a place where people are proud to live, participate and contribute to local life. In order to help people to live a healthy and active lifestyle, Council has committed to supporting the G21 priorities around *Healthy Eating and Active Living*, as well as the G21 *Physical Activity Strategy*.

Council will help ensure culture, all abilities and diversity within our community are celebrated by continuing its work on the prevention of violence against women and children in the G21 region, and implementing the *Accessible and Inclusive Surf Coast Shire Strategic Plan*.

# Performance during 2016-17 against Council Plan: Communities



| Communities     | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------|---------|---------|---------|---------|---------|
| Expenditure \$m | 5.8     | 6.6     | 7.7     | 10.5    | 21.1    |
| Expenditure %   | 11%     | 10%     | 14%     | 17%     | 31%     |

# Infrastructure - Activating

Council announced 'Building Our Future' as one of three key priorities for its ongoing advocacy program in 2016, demonstrating its commitment to provide communities with vital infrastructure so they can flourish. The advocacy program aims to draw the attention of government and potential partners to support the shire's need for safe roads, vibrant town centres and improved mobile communications, and to foster active communities through quality sports facilities.

During the year, crucial infrastructure needs were addressed, with the completion of two new playgrounds in Winchelsea and construction underway on the new Kurrambee Myaring Community Centre in Torquay North.

Importantly, the *Road Safety Strategy 2017-21* was completed, aligning with the *Road Management Plan*, to help ensure a safe, well-maintained road network throughout the shire.

Ongoing growth in the Shire continued to challenge Council, as it sought funding for major infrastructure projects that are needed to cater for our increasing population.

As the year ended, Council announced in its 2017-18 Budget a 6.9% increase in asset renewal funding as part of its ongoing strategy to ensure all communities across the Surf Coast can continue to access high-standard infrastructure.

#### Achievements

### Kurrambee Myaring Community Centre

Construction started in November 2016 for the new Kurrambee Myaring Community Centre in Torquay North, with the concrete slab laid, structural steel erected, wall framing completed and the roofing and rammed earth feature walls underway.

Council contributed \$600,000 to the community centre development, which is a \$6.8 million project supported by a \$1.6 million grant from the Victorian Government. It is scheduled to open in the first term of 2018. Its name Kurrambee Myaring is an Aboriginal name meaning 'Merry-laugh, here in this place'.

With Torquay North considered one of the Shire's most rapidly growing areas, demand for kinder spaces and other family services is expected to be high. The Kurrambee Myaring Community Centre follows current best practice thinking where related services are co-located and integrated – creating a one-stop hub for access to family services along with flexible community spaces. The new centre is expected to be a valued community asset, offering a range of services including kindergarten, allied health, occasional care, youth services and spaces for the public to hire.

#### Other Achievements

Road Safety Strategy 2017-21: Council adopted the Surf Coast Shire Road Safety Strategy 2017-21, aligning with the Road Management Plan, to work towards a future free of deaths and fewer serious injuries on Council-managed roads. The Road Management Plan outlines Council's criteria and timeframes for inspecting, maintaining and repairing the Council-managed road network, which spans more than 1,000 kilometres, and sets out how Council will provide a safe network for all users.

Winchelsea playgrounds swing into action: Collaboration between community groups and
Council resulted in the installation of two new playgrounds in Winchelsea, at Eastern Reserve
and Hesse Street Reserve, featuring a music panel, accessible swing and twist net, a basket
swing, rock wall and spiral slide. These popular additions to the town were made possible by
contributions from many local community groups in Winchelsea, as well as valued input from
local community representatives.

# Challenges

#### Growth in the shire and surrounds

Council continued to work hard to manage the impact of population growth on infrastructure, with increased pressure on local services and facilities. With reduced rates revenue, Council has undertaken significant work to develop a 10-year financial plan that will help it to deliver safe, accessible community infrastructure that best caters to needs of our growing population over the long-term.

#### Funding for major infrastructure projects

The introduction of the 'Fair Go Rates System' by the Victorian Government challenged Council to deliver much-needed infrastructure that meets the needs of our growing community, while safeguarding the long-term viability and sustainability of the Surf Coast Shire.

Council established an advocacy program this year, identifying 'Building our Future' as one of three key priorities. It has worked hard, continually presenting the shire's needs to state and federal governments, and potential partners, to ensure the shire is front of mind for funding and partnership opportunities. It secured funding for a range of important road projects, including ongoing maintenance of the Great Ocean Road, and significant upgrades to Horseshoe Bend/South Beach Road in Torquay and Cape Otway Road in Moriac.

Council also applied for funding under the federal government's Building Better Regions Fund for two projects, including improved netball facilities at Winchelsea's Eastern Reserve, and a series of pedestrian and cycling paths in Torquay. Both projects would offer health and wellbeing benefits and help build local economies.

#### **Next Steps**

#### Series of Major Road Works

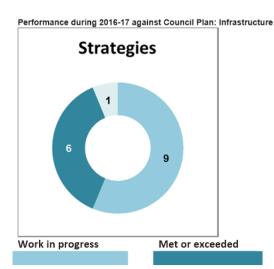
Council's endorsement of the new *Road Management Plan 2017-2021* in June paved the way for a series of important road works designed to maintain and improve the safety of Council-managed roads. The *Road Management Plan* outlines Council's intended management of its road-related duties and responsibilities, including how Council identifies and addresses hazards or defects that may pose a risk to road users.

The Beach Road/Surf Coast Highway intersection in Torquay is recognised as a high priority, and Council is working its way through a detailed design approval process before work can start to install traffic lights and a slip lane at this location. Works will continue to improve and widen Cape Otway Road in Moriac, while upgrades to Blackgate Road in Torquay have been rescheduled for this year with funding from the state government's 'Blackspot' program.

#### Winchelsea Town Centre Beautification project

With funding now confirmed for Winchelsea's Town Centre Beautification, Council will roll out the project during 2017-18, based on the 'town high street' concept that was developed through the adopted *Growing Winchelsea* 2015 plan. Funds for this project were secured through the federal government's National Stronger Regions Fund (\$155,000) and Vicroads (\$50,000). It is designed to improve the amenity of Winchelsea's shopping precinct for locals and to encourage travellers to stop in Winchelsea en-route to the Great Ocean Road and Shipwreck Coast, with an aim to increase visitor expenditure in the town.

Streetscape works in the heart of Winchelsea's town centre are the key feature of the project. Works include pavement upgrades between Hesse and Palmer Street, seating, planting of trees and shrubs and further development of the ANZAC memorials precinct. Township entrance sculptures called 'Dusk and Dawn' have been designed for the east and west entry points of Winchelsea, inspired by the local natural landscape.





| Infrastructure  | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------|---------|---------|---------|---------|---------|
| Expenditure \$m | 30      | 36      | 28.8    | 25.5    | 16.6    |
| Expenditure %   | 54%     | 57%     | 51%     | 42%     | 25%     |

# **Development and Growth - Progressing**

Communities around the Surf Coast have continued to thrive, as Council renewed its focus on sustainable growth and economic development throughout the shire.

Conversations and community engagement on the Spring Creek Precinct Structure Plan remained a priority, and Council addressed the need for future development of Torquay's town centre.

Planning reforms are underway, with significant work undertaken to streamline Council's planning application process using improved technology, to provide a more customer-focused system that allows for faster decision-making and easier interaction with Council.

Council stepped up its program to advocate for the Great Ocean Road, resulting in a commitment from the Victorian Government for an additional \$25 million to support this vital link. Council is committed to working with state and federal government and the community to ensure the Great Ocean Road visitor economy continues to thrive.

#### **Achievements**

# Spring Creek Precinct Structure Plan

Council continued its work on a long-term Spring Creek Precinct Structure Plan (PSP) for the land bound by Grossmans Road in the north, Great Ocean Road in the south and farming land in the west, with a view to reaffirming a permanent western town boundary. The community engagement process employed by Council to provide input into the draft PSP for Spring Creek was highly commended in the 2017 LGPro Awards for Excellence.

At its March meeting, Council reaffirmed its position that development should not be allowed beyond the existing settlement boundary generally sitting one kilometre west of Duffields Road, after considering recommendations made by an independent panel appointed to review submissions on the Spring Creek PSP. Council resolved to accept some of the 46 recommendations made by the panel, rejected others (including a recommendation to reduce open space) and committed to further investigation into the remainder.

# Other Achievements

Planning reforms a top priority: Council has completed its second year of a three-year program to reform the Statutory Planning Service. The impact of changes to processes, increased resources and training has resulted in a 36 per cent improvement in the median processing times for applications. Processing applications has become both quicker and more consistent. The continued growth in the volume of planning applications has been challenging, with volumes over the two-year period increasing by 47.3 per cent. This has been absorbed by the productivity gains made during the period. Over the past year, significant work was undertaken to create a new fully-interactive customer interface, develop integrated technology-supported processes and link a variety of planning and building services into a single online environment, tentatively called 'ePlanning and eBuilding'. This will be brought on line in the third year of the program to complete the reforms.

- Torquay Town Centre: Regional Development Victoria and Surf Coast Shire Council
  launched the Torquay Town Centre project to deliver a plan to create a clear vision for the
  Town Centre and to guide its future of the wider Gilbert Street area. Community consultation
  attracted a strong response to surveys and local engagement activities. Main themes included
  keeping the local feel of the centre and prioritising local businesses, increasing pedestrian
  safety and amenity, reconfiguring car parking, making Gilbert Street one-way, increasing
  community space within the town centre, and improving maintenance and lighting.
- Winchelsea RV-friendly trial: Council resolved to welcome short-term stays for self-contained RVs, caravans or motorhomes for a maximum of 48 hours in a section of the Barwon River Reserve in Winchelsea, following an encouraging 12-month trial of the concept. Council compared the operational and financial requirements for Winchelsea to be an RV-Friendly Town on a year-round or seasonal basis, determining that only a small increase in investment was required to have the site available all-year round, which would benefit visitors to the town and enhance the community.

#### Challenges

#### Managing growth

Population numbers on the Surf Coast continued to rise, particularly in Torquay and Winchelsea, challenging Council to manage the needs and priorities of a growing community, while retaining the intrinsic values and character of the shire.

Feedback from the community about growth has been mixed, with some seeing it as beneficial to development but others expressing concern about the potential impacts of growth on amenity and township character. Council recognises the need to better understand the impact of population and visitation growth, not only within the shire but also neighbouring municipalities.

Council's focus will continue to be on containment of residential sprawl, advocacy for better public transport, appropriate use of rural land, and protecting the values and unique character of townships to ensure they remain a desirable place to live.

#### Great Ocean Road

Council continued to advocate for more funding for the Great Ocean Road, reinforcing its importance as a tourist destination and as the lifeline for local communities on the Surf Coast. Council is working hard with regional, state and federal governments, as well as relevant agencies, to maximise the economic benefits this iconic stretch brings to the shire, and to ensure vital upgrades for the road.

Council welcomed the decision by G21, the formal alliance of government, business and community organisations within the Geelong region, to elevate the Great Ocean Road as a 'priority project'. Surf Coast Shire Council took its concerns about the importance of the Great Ocean Road to Prime Minister Malcolm Turnbull in Canberra as part of the G21 Board Delegation that visited the nation's capital in March to address regional priorities.

# **Next Steps**

# Streamlined planning process

With the pending launch of Council's new 'ePlanning' digital interface for planning applications, it is expected that customers will soon be able to track every step of the planning process and monitor progress on applications once they've been submitted for review. With easier access for customers, and faster decision-making by Council, the new system is expected to provide a better service and help Council to more efficiently manage the growing number of planning applications.

Following the introduction of 'ePlanning', Council intends to launch the 'eBuilding' online service by the end of the year, to bring relevant building features online and complement the new planning processes, while supporting Council's transformation to a paperless, digital environment.

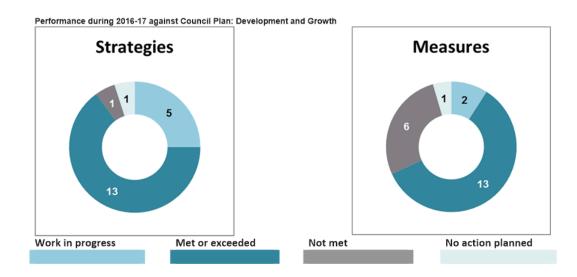
#### Domestic Animal Management Plan

Council is undertaking community consultation for a new Domestic Animal Management Plan, which will guide the management of cats and dogs across the Shire. Community involvement will be a key part of the plan, with Council seeking to work closely with residents and visitors on how domestic animals and humans can live together in harmony and safety.

#### Hinterland Futures

Our hinterland region forms approximately 60 per cent of the Surf Coast Shire and, with its agricultural and aesthetic attributes, plays an important role in the development of the local economy – particularly in agribusiness and niche tourism opportunities. Agriculture was one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

The Surf Coast Shire Council is developing a Rural Hinterland Futures Strategy to guide key actions for the hinterland area, and has completed an economic analysis and land use profile to assist in the completion of an Issues and Opportunities paper.



| Development and Growth | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|------------------------|---------|---------|---------|---------|---------|
| Expenditure \$m        | 5.8     | 5.1     | 4.3     | 5       | 4.9     |
| Expenditure %          | 11%     | 8%      | 8%      | 8%      | 7%      |

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SURF COAST SHIRE ANNUAL REPORT 2016-17

Our Organisation

This section provides information about our:

- Organisational Structure 30 June 2017
- Executive Management Team
- People Matters
- Corporate Governance
- Democratic Governance
- Legislative Compliance

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# Organisational Structure - 30 June 2017

# CHIEF EXECUTIVE OFFICER Keith Baillie OFFICE OF THE CEO

# GENERAL MANAGER

#### Governance and Infrastructure

#### Anne Howard

#### MANAGER

Governance and Risk

Wendy Hope

- Risk Management and Legal Services
- Governance and Procurement
- Corporate Planning

#### MANAGER

Information Management

Neil McQuinn

- Records Management
- Information Technology

#### MANAGER

Engineering Operation

Peter McLean

- Design and Traffic
- Civil Works
- Waste Management

#### ACTING MANAGER Engineering Services

Travis Nelson

Design and Traffic

# STRATEGIC ASSET MANAGER

John Bertoldi

- Development Engineering
- Fleet

#### MANAGER Finance

John Brockway

# GENERAL MANAGER Culture and Community

#### Chris Pike

MANAGER

Leisure and Wellbeing

Shaan Briggs

- Open Space Planning
- Recreation Planning

#### MANAGER

Community Relations

Damian Waight

- Arts Development
- Access Surf Coast
- Customer Service
- Communications
- Community Engagement
- Advocacy

#### MANAGER Aged and Family

Robyn Stevens

- Early Years
- Positive Ageing
- Youth

#### MANAGER People and Culture

Leanne Perryman

- Workplace Health and Safety
- Human Resources
- Learning and Development
- Volunteers

#### MANAGER

Facilities and Open Space Operations

Travis Nalson

- · Open Space Operations
- Facilities Operations
- · Sport and Facilities Operations

# GENERAL MANAGER Planning and Environment

#### Ransce Salan

#### MANAGER

**Planning and Development** 

Bill Cathcart

- Statutory Planning
- Strategic Planning
- Compliance and Enforcement

#### MANAGER

**Environment and Community Safety** 

Rowan Mackenzie

- Community Emergency Management
- Environmental Health
- Environment

# MANAGER

**Economic Development and Tourism** 

Matt Taylor

- Grant Funding
- Tourism
- Events

# MANAGER

Program Management Office Rowena Frost

# MANAGER

**Business Improvement** 

Brendan Walsh

# **Executive Management Team**

Our Executive Management Team comprises the Chief Executive Officer and three General Managers who work as a team to lead the organisation in line with the Council Plan's strategic objectives.

New General Manager Environment and Development Ransce Salan took over the reins from Phil Rowland following his temporary assignment in the role, which concluded in May 2017. Phil assumed his temporary assignment in November 2016, following the reassignment of the then General Manager Environment and Development Kate Sullivan, who held the role from September 2013 to November 2016.



From left to right: Ransce Salan, Chris Pike, Anne Howard, Keith Baillie

#### Keith Baillie

# Chief Executive Officer

Bachelor of Economics, Master of Business Administration (Local Government), Fellow Australian Institute of Company Directors, Fellow CPA Australia, Fellow Local Government Professionals

Keith commenced in January 2015 after eight years as CEO with the Shire of Campaspe. Previous roles include Executive Manager Corporate Services at John Sands Australia and various management roles in information technology and project management within the private sector. Keith came to local government via a wide range of community volunteering roles.

#### **Anne Howard**

#### General Manager Governance and Infrastructure

Bachelor of Engineering (Civil), Master of Infrastructure Engineering, Certificate IV in Business (Frontline Management), Certificate IV in Business Development

Anne started with the Surf Coast Shire in March 2016. She has worked in the public and private sectors, most recently with the Shire of Campaspe, where she spent 14 years, including eight as a General Manager. Her responsibilities in this role spanned economic development, corporate and community planning, strategic asset management, project management and infrastructure services.

#### Chris Pike

#### General Manager Culture and Community

Bachelor of Town Planning, Postgraduate Diploma in Town Planning, Postgraduate Diploma in Business Administration

Chris was appointed in October 2013. His diverse career spans community sector roles in the United Kingdom and state and local government roles in Australia. Chris previously worked with the City of Port Phillip in various management roles, across community services, economic development and corporate planning functions.

#### Ransce Salan

#### General Manager Environment and Development

Bachelor of Applied Science (Environmental Health), Graduate Diploma of Management, Master of Business Administration with majors in Local Government and Marketing, Postgraduate studies in Urban Living, Architecture and Urban Design. Ransce is a member of PIA (Planning Institute of Australia) and has been a Certified Practicing Planner, Building Surveyor and Environmental Health Officer throughout his career.

Ransce joined Surf Coast Shire in May 2017. He previously worked with Nillumbik Shire Council as General Manager Environment and Planning, and with Devonport City Council in Tasmania as the Director of Planning and Environment. Other local government roles include Group Manager Development and Natural Resources at Eurobodalla Shire in New South Wales, Divisional Manager of Sustainable Development at Eurobodalla and Manager Sustainability at Kogarah Council in Sydney.

# **People Matters**

The total number of full-time equivalent (FTE) employees increased 7.5 per cent during 2016-17, with Figure 9 showing how our FTE numbers have increased over the past seven years.

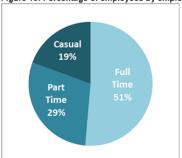
Figure 9: Total number of FTE employees 2011-2017 290 280 270 260 250 240 230 234 220 210 200 2011 2012 2013 2014 2015 2016 2017

Table 6: FTE numbers by employment type and gender 2015-2017

| Structure                  | 2015 - 2016 | 2016 - 2017 |
|----------------------------|-------------|-------------|
| Permanent Full Time Female | 65.00       | 65.00       |
| Permanent Full Time Male   | 119.00      | 123.00      |
| Permanent Part Time Female | 77.00*      | 93.24       |
| Permanent Part Time Male   | 13.31*      | 13.71       |
| Total                      | 274.31      | 294.95      |
| Casual - Male              | 15**        | 14.00**     |
| Casual - Female            | 85**        | 57**        |

In terms of workforce composition, we employ a high proportion of part-time and casual employees (Figure 10).

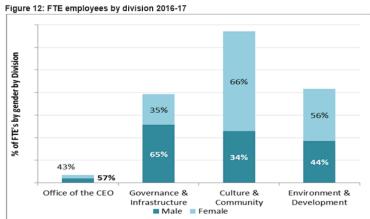
Figure 10: Percentage of employees by employment type 2016-17



Although women make up 63 per cent of our total workforce, Figure 11 shows 65 per cent of full-time roles filled by men, while women fill 87 per cent of part-time and 80 per cent of casual roles.

<sup>\*</sup>Part-time hours equated to FTE. \*\*Headcount – not counted towards FTE.





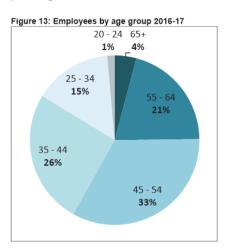
Note: Data excludes casual employees

Table 7: Divisional breakdown of FTE employees by employment type and gender 2016-17

| Gender                          | Office of the CEO | Governance<br>and<br>Infrastructure | Community<br>and<br>Culture | Environment<br>and<br>Development | Total  |
|---------------------------------|-------------------|-------------------------------------|-----------------------------|-----------------------------------|--------|
| Permanent full-time male        | 3.00              | 48.00                               | 37.00                       | 35.00                             | 123.00 |
| Permanent full-time female      | 3.00              | 15.00                               | 21.00                       | 26.00                             | 65.00  |
| Permanent part-time male        | 0                 | 3.32                                | 7.93                        | 2.45                              | 13.71  |
| Permanent part-time female      | 0                 | 12.11                               | 62.79                       | 18.35                             | 93.24  |
| Casual male                     | 0                 | 0                                   | 0.88                        | 0.44                              | 1.32   |
| Casual female                   | 0                 | 0.00                                | 4.51                        | 2.03                              | 6.53   |
| Total<br>Including casual staff | 6.00              | 78.43                               | 134.11                      | 84.27                             | 302.80 |

| Table 8: Employmen              | nt bands by | y employm | ent type a | nd gender | 2016-17   |           |           |           |              |        |
|---------------------------------|-------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|--------------|--------|
| Structure                       | Band<br>1   | Band<br>2 | Band<br>3  | Band<br>4 | Band<br>5 | Band<br>6 | Band<br>7 | Band<br>8 | All<br>other | Total  |
| Permanent Full<br>Time - Female | 0.00        | 0.00      | 0.00       | 13.00     | 11.00     | 21.00     | 8.00      | 5.00      | 7.00         | 65.00  |
| Permanent Full<br>Time - Male   | 0.00        | 1.00      | 35.00      | 9.00      | 18.00     | 18.00     | 26.00     | 2.00      | 14.00        | 123.00 |
| Permanent Part<br>Time - Female | 2.13        | 12.27     | 4.14       | 20.04     | 10.76     | 15.61     | 5.79      | 0.00      | 22.50        | 93.24  |
| Permanent Part<br>Time - Male   | 0.56        | 3.54      | 2.90       | 2.55      | 0.00      | 2.58      | 0.63      | 0.00      | 0.95         | 13.71  |
| Casual - Female                 | 0.30        | 0.18      | 2.27       | 1.06      | 0.26      | 0.48      | 0.00      | 0.00      | 1.50         | 6.04   |
| Casual - Male                   | 0.04        | 0.67      | 0.70       | 0.00      | 0.35      | 0.05      | 0.00      | 0.00      | 0.00         | 1.81   |
| TOTAL                           | 3.03        | 17.66     | 45.01      | 45.65     | 40.37     | 57.71     | 40.42     | 7.00      | 45.95        | 302.80 |

Fifty-eight per cent of our current workforce falls into the age category of 45 years and over (figure 13), presenting several challenges in terms of workforce planning, career development and succession planning. These are being addressed as part of several strategic workforce planning initiatives.



# Recruitment trends

We processed 91 recruitments in 2016-17, with 31 per cent filled by internal candidates. This indicates ongoing success in succession planning, while developing our people and maintaining a commitment to build the future capability of the organisation with a balanced intake of internal and external talent. This rate of internal appointments places Surf Coast in the top quartile of comparative councils.

Our 2016-17 employee-turnover rate was 5.5 per cent (which compares favourably to 6.1 per cent in 2015-16).

In all, we received 1,654 applications for vacancies, representing a 52.7 per cent increase in the number of applications from the previous year. This was due to a higher number of positions being advertised. Although this is higher than 2015-16, it represents a modest increase to an average rate of 18 applications per role versus 15 last year.

An overview of recruitment trends for the past seven years is included in Table 9.

Table 9: Recruitment trends 2010-17

|                            | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|
| Recruitment processes      | N/A     | 55      | 70      | 65      | 64      | 70      | 91      |
| Applications received      | N/A     | 906     | 1,360   | 1,633   | 1,201   | 1,083   | 1,654   |
| Employees<br>turnover rate | 8.7%    | 9.3%    | 11.6%   | 13.0%   | 8.5%    | 6.1%    | 5.5%    |

#### Workplace culture

Our 'People and Culture Strategy Roadmap' is focused on helping our people and organisation to thrive, and in turn, support the *Council Purpose* for our people to help our community and environment to thrive.

Throughout 2016-17, we continued to build on the *Council Purpose* established in 2015-16, by developing and embedding the *Organisation Direction* – a statement of the type of organisation that we aspire to be.

Consultation with employees ensured that both the *Purpose* and *Direction* were clear, relevant and meaningful to employees. Workshops within teams cascaded the organisational purpose statement down to team purpose statements, so as to create the connection with everyday work and tasks of employees in relation to the higher purpose.

#### **Employee engagement**

We facilitated an Employee Engagement survey in late 2016, which provided insight into the experience that our employees have in our workplace and how this impacts on productivity and effectiveness.

We sought to further understand this through a series of story-telling circles and sense-making exercises, which have resulted in a deeper understanding of opportunities and the development of actions to build on the engagement levels of employees.

Key focus areas were determined to be leadership and the tools and systems required to perform roles effectively. This focus will continue throughout 2017-18 with the implementation of our Digital Transformation strategy and ongoing leadership development activities.

## Workplace diversity

Our proactive duty to ensure compliance with equal opportunity and other workplace-related legislation, and to eliminate all forms of discrimination, was demonstrated through the development and implementation of our Workplace Diversity Commitment.

Developed in 2016-17, this is a commitment to a workplace culture of equity, inclusion and diversity, and to build a workforce that is representative of the community we serve.

Our Workplace Diversity Commitment is internally focussed, yet builds on the commitment made to our community through Council's *Accessible and Inclusive Surf Coast Shire Strategic Plan (2014-2024)* to build healthy, well-connected communities where everyone can participate.

Through the delivery of our commitment, we will continue to create a workplace that encourages and supports equality and fairness, and eliminates all forms of discrimination, harassment and bullying.

During 2016-17, the People and Culture unit worked with designated Contact Officers to conduct mental health awareness training, and refresher training for others in the Contact Officer role.

Mental Health First Aid Officers also received refresher training and continued to work across all organisational levels, from General Manager to indoor and outdoor employees, to raise mental health awareness.

Our annual IDAHOT Day (International Day Against Homophobia, Biphobia and Transphobia) event once again highlighted our community's sexual and gender diversity.

#### White Ribbon Workplace

In 2016-17, we achieved accreditation as a White Ribbon Workplace. White Ribbon Workplaces are centres of respect and proactivity in relation to the safety of women in the workplace, and are members of a truly leading edge cohort, both nationally and internationally.

The Workplace Accreditation Program recognises the active steps taken to prevent and respond to violence against women. It is an award-winning international initiative, which is complementary to women's empowerment initiatives and strengthens the organisation's stance in relation to anti-bullying legislation.

There are only 106 employers across Australia that have achieved White Ribbon accreditation, and we are the first organisation within the G21 region to achieve it, demonstrating progressive leadership in our commitment to prevent and respond to violence against women.

In 2010, we were the first Victorian local government to introduce a family violence policy and provide paid leave to support employees experiencing domestic violence.

Our accreditation is a result of an extensive application process, which required us to provide evidence that we demonstrate effective:

- leadership;
- · resource allocation;
- communication;
- · HR policy development;
- · and training,

in order to create a safer and more respectful workplace.

While accreditation will last three years, this is an ongoing commitment to drive change in the prevention of violence against women – both in the workplace and in the community.

# **Consultative Committee outcomes**

Our employee Consultative Committee provides a forum for discussion between management, employee and union representatives.

During 2016-17, the committee met quarterly to discuss and work towards resolving various issues. Key outcomes included:

- monitoring employee levels by reviewing and discussing regular reports on recruitment activity, recent departures, new starters, and the use of casual labour;
- reviewing proposed changes to employee-related policies and providing feedback; and
- receiving updates on the actions and outcomes emerging from recent employee surveys, including the Employee Engagement Survey.

Negotiations related to the Enterprise Agreement concluded in August 2016. The agreement establishes the working conditions for the majority of our employees.

The Consultative Committee's employee representatives worked closely with union and management representatives to develop the new agreement through a collaborative and consultative process with staff. The new agreement received a strong majority vote from employees, with no industrial action or workplace disruption. The new agreement will nominally expire on 31 August 2019.

#### Further study supported

We encourage employees to participate in accredited further education programs, which enhance their respective roles and future career opportunities, while offering added value to the organisation.

During 2016-17, our professional development program supported employees who made applications for higher education studies. This included financial assistance towards study costs and, in some cases, granting an extended career break to focus on further study and granting study leave to attend lectures and exams.

#### Employee achievements recognised

Recognising and celebrating our employees' achievements is vital to our workplace culture. In 2016-17, we presented 25 Recognition of Service Awards across all divisions as shown in Table 10.

| Table 10: | Employee | Recognition of | of Sarvica | Awarde | 2016-17 |
|-----------|----------|----------------|------------|--------|---------|
|           |          |                |            |        |         |

| Length of Service (years)     |   |    |    |    |    |    |    |    |    |    |
|-------------------------------|---|----|----|----|----|----|----|----|----|----|
| Division                      | 5 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 |
| Culture and Community         | 2 | 3  | -  | 1  | -  | -  | -  | -  | -  | -  |
| Environment and Development   | 2 | 5  | 3  | -  | -  | -  | -  | -  | -  | -  |
| Governance and Infrastructure | 5 | 2  | -  | -  | -  | -  | -  | -  | -  | 1  |
| Office of the CEO             | - | 1  | -  | -  | -  | -  | -  | -  | -  | -  |

#### Learning and development

During 2016-17, our Learning and Development team:

- centralised the processes and budget allocation for all learning and development activities to provide a more strategic and effective approach to building capability based on the principals of experiential learning;
- introduced a 'Leader as Coach' coaching program, which resulted in eight of our managers and senior managers being made Master Coaches and, subsequently, involved an additional 24 employees from a variety of roles in group coaching. The coaching sessions were delivered over six months and were aimed at enabling people to realise their potential by focusing on how to eliminate or work with barriers;
- facilitated a highly experiential Leadership Development program targeting frontline leaders, with 10 participants completing an interactive program that encompassed coaching elements, emotional intelligence and personal awareness, facilitation and influencing skills, business acumen and people leadership skills;
- utilised our Learning Management System (LMS) iLearn to develop and deliver a suite
  of online compliance training programs relating to various organisational policies,
  including workplace health and safety, motor vehicle use, equal opportunity and
  workplace behaviours;

- provided opportunities for all employees to participate in an education and awareness program about domestic violence, as part of our White Ribbon Workplace accreditation;
- delivered a series of fundamental supervisory training modules within our bi-annual Leading@SurfCoast program, which provides employees in leadership roles with an understanding of our management policies, procedures and practices in relation to employment;
- commenced a focussed approach to leadership development at all levels, in response to feedback received as part of our employee engagement survey;
- delivered a successful Community Facilitation and Engagement program to a broad range of employees, to assist in community consultation; and
- upskilled our frontline employees to provide service to those people who may be experiencing mental health issues.

The team also coordinated the delivery of 211 training units, representing 1,362 employee training places, as shown in Table 11, in the areas of:

- Leadership (eg supervisory skills, leading people, developing leaders, leadership styles);
- Corporate (eg induction, general organisational information, fundamental skills including facilitation, customer service, mental health);
- Compliance (eg general safety, manual handling, SunSmart, code red, code of conduct, workplace health and safety);
- Skills (eg business skills, technical job requirements, IT, equipment and machinery use, internal systems and processes);
- Professional development (eg conferences, seminars, expos and special interest groups, clinics, qualification maintenance, industry updates); and
- Job-specific (individual role-specific training via external providers).

Table 11: Overview of training activities 2016-17

| Table 11: Overview of training activities 2016-1  | 1  |                                  |                    |
|---|--|----------------------------------|--------------------|
| Course  | Description  | Units or<br>courses<br>delivered | Places<br>utilised |
| Appreciative Leadership                           | Management team  | 3                                | 19                 |
| Asbestos Licence                                  | Targeted employees who<br>may work with asbestos                                     | 1                                | 5                  |
| Child Safe Policy                                 | All employees who may be<br>involved in working with<br>children                     | 1                                | 173                |
| Child Wise – Speak Up                             | Optional program for<br>employees who may be<br>involved in working with<br>children | 2                                | 11                 |
| Code of Conduct                                   | New employees  | 1                                | 10                 |
| Community Engagement                              | Targeted employees   | 1                                | 11                 |
| Corporate Induction                               | 6½ hour sessions for new employees – held monthly                                    | 7                                | 53                 |
| Creating a Positive Experience –<br>Planning      | Targeted employees   | 1                                | 20                 |
| Customer Service –<br>Communication               | Frontline employees  | 1                                | 15                 |
| Customer Service - Grief & Loss                   | Frontline employees  | 1                                | 10                 |
| Customer Service – Managing<br>your own wellbeing | Frontline employees  | 1                                | 6                  |

| Course   | Description                                | Units or<br>courses<br>delivered | Places<br>utilised |
|--|--|----------------------------------|--------------------|
| Customer Service – Responding to at-risk behaviours      | Frontline employees                        | 2                                | 22                 |
| Developing Leaders Program                               | Targeted employees in                      | 13                               | 19                 |
| Developing Leaders Frogram                               | frontline leadership roles                 | 13                               | 13                 |
|  | nontline leadership roles                  |                                  |                    |
| Disability Awareness                                     | Managers and Human                         | 2                                | 30                 |
|  | Resources employees                        |                                  |                    |
| Emergency Management – Relief                            | All employees who may be                   | 3                                | 29                 |
| Centre (various levels)                                  | involved in activating the                 |                                  |                    |
|  | emergency management                       |                                  |                    |
| Emerging Leadership Program                              | relief centre Nominated employee           | 1                                | 1                  |
| Encroachment   | Targeted employees                         | 1                                | 13                 |
| Facilitation: Bringing Meetings to                       | Targeted employees                         | 1                                | 6                  |
| Life   | a gottod omployees                         | ,                                | •                  |
| Fire Warden Training                                     | Targeted employees                         | 1                                | 13                 |
| First Aid (CPR, Level I, Level II,                       | Yearly updates for relevant                | 12                               | 140                |
| Level II refresher)                                      | employees                                  |                                  |                    |
| Fundamental Supervisory                                  | Six-unit program for those                 | 6                                | 37                 |
| Training Program   | who supervise employees                    |                                  |                    |
| (performance management,                                 |  |                                  |                    |
| recruitment, workplace culture,                          |  |                                  |                    |
| health and safety, mental health                         |  |                                  |                    |
| first aid, finance fundamentals)                         | Toward and an allowed                      | 4                                | 40                 |
| HALT – Mental Health Awareness                           | Targeted employees                         | 1                                | 40                 |
| HSR Training (initial & refresher)                       | Targeted employees                         | 4                                | 12                 |
| Individual professional                                  | All employees who participated in external | 122                              | 228                |
| development  | professional development                   |                                  |                    |
|  | activities                                 |                                  |                    |
| Leaders as Coach   | Targeted employees                         | 5                                | 43                 |
| Leadership Forum –                                       | All employees who                          | 1                                | 53                 |
| Understanding Leadership                                 | supervise others                           |                                  |                    |
| LSI  | Executive Management                       | 1                                | 4                  |
|  | team                                       |                                  |                    |
| Making Sense of Leadership                               | Management team                            | 1                                | 18                 |
| Manual Handling  | Health and Community Care employees        | 1                                | 40                 |
| MATE: Domestic Violence                                  | Leaders and other employees                | 3                                | 63                 |
| One Note   | All employees (optional)                   | 3                                | 20                 |
| Probity  | All employees who may be                   | 1                                | 65                 |
|  | involved in purchasing                     |                                  |                    |
| Resilience and Mindfulness                               | All employees who may be                   | 1                                | 6                  |
|  | involved in emergency                      |                                  |                    |
| City estimated and the state of the                      | management                                 | 4                                | 47                 |
| Situational Leadership –<br>Dunroamin Leadership Academy | Management team                            | 1                                | 17                 |
| Snake Awareness  | All employees who work                     | 2                                | 90                 |
|  | outside                                    |                                  |                    |
| Understanding Local                                      | New and other targeted                     | 2                                | 20                 |
| Government (MAV)   | employees Total                            | 211                              | 1362               |
|  | i Otai                                     | 211                              | 1502               |

Other group training included:

- ATS Traffic Controller
- · Anaphylaxis and Epi-pen
- Code Red and Extreme Fire Danger
- Exponare Enquiry (GIS)
- InfoCouncil
- Records Awareness/TRIM
- Seamless CMS
- Plant Safety and Log Books
- · Using and customising SWMS
- School Crossing OHS and Legal
- Manual Handling
- OHS Legislation and Responsibilities
- SunSmart Cancer Council.

In addition, many individuals participated in informal training and development opportunities relevant to their particular positions.

This data does not include some learning and development opportunities provided in the Early Years (Kindergarten), Health and Community Care, and Civil and Civic Operations departments.

#### Workplace health and safety

Our focus on health and safety across the organisation during 2016-17 was vital in maintaining our international standard OHSAS 18001.2007 and Australian/New Zealand standard AS 4801.2001 accreditations. Surf Coast remains one of the few non-metropolitan shires to undertake this accreditation process, indicating our commitment to employee and volunteer health and safety.





The Workplace Health and Safety Committee maintained its proactive focus on addressing various workplace issues, including continuous improvement processes, site manual handling, a detailed review of manual handling work instructions within the Home and Community Care department, use of chemicals and chemical storage, contractor induction and management from a workplace health and safety perspective, and the safety of lone workers.

An additional eight stand-up desks were introduced across a number of work locations to facilitate healthy ergonomic behaviour. Other initiatives included changes to the mops being used by the Home and Community Care workers, and recommendations were made for vacuum cleaners to minimise the risk of injuries caused by manual handling.

With an intensive focus on supporting and encouraging our long-standing injured employees, all of them were able to return to work in some capacity during the year.

This demonstrates our commitment to the wellbeing of employees, as well as meeting our legislative obligations, and significantly minimises our Workcover premiums.

Our Workplace Health and Safety team involved employees in a variety of activities, including a breakfast speaker to address outdoor employees on mental health, and a practical demonstration on snake awareness for employees involved in outdoor activities, including those who work in bush kinder and environmental safety.

In addition to attending regular toolbox meetings, communication via the *Shire Wire* intranet helped promote health and wellbeing, safety issues and news, WorkSafe updates and other internal initiatives related to workplace safety.

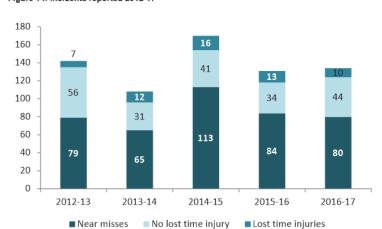


Figure 14: Incidents reported 2012-17

While incident reporting rates remained stable in 2016-17, as shown in figure 14, the past three years show an increase, due to our emphasis on training and regularly communicating with employees to increase their awareness of the need to report incidents.

According to the Municipal Association of Victoria, our level of incident reporting compares favourably against industry benchmarks, with Surf Coast Shire Council in the top 95<sup>th</sup> percentile against comparative councils within Victoria.

A structured program of audits and risk assessments identified a further 60 hazards, with 202 appropriate mitigation actions or broader continuous improvement processes identified.

Our Health and Safety committee met quarterly to review safety practices and outcomes throughout the organisation. Representation on this committee is voluntary, and all Health and Safety representatives demonstrate strong and proactive support of safety with all committee positions fully subscribed.

Our focus on improving manual handling practices through training and risk assessments resulted in a reduction in personal injuries in high-risk areas. Lost time due to workplace injuries reduced by almost 35 per cent year on year. Improvements planned for the coming year include the development of a preventative manual handling program, vehicle safety and the extension of Council's *Swellness* program.

#### Swellness program

Our successful health and wellbeing program was branded *SWELLNESS* in 2016-17 and focussed on delivering a program to employees across three pillars of healthy bodies, healthy minds and healthy workplaces. This program is aligned with the recommendations of WorkSafe Victoria and aims to improve the productivity and effectiveness of employees by influencing their health and wellbeing.

The program was structured to:

- Build employee knowledge about health and wellbeing;
- · Change employee perceptions about holistic health and wellbeing; and
- Change employee behavior in relation to their health and wellbeing.

We offered a variety of activities, including team-based challenges, such as a 10,000-step challenge and Fit4Work, Healthy4Life challenge incorporating healthy sleep, relaxation and stretching practices, as well as individual challenges focussed on resilience. Educational seminars were offered, including mental health awareness and support, demonstrations of healthy cooking and healthy BBQs, physical activities including lunchtime pilates, financial education and health insurance reviews, as well as regular monthly publications delivering information on relevant health topics.

Employees have been consulted in the development of the 2017-18 *Swellness* program, which will be further tailored to ensure relevant information or access is available for employees regardless of their work location.

#### Our volunteers

Volunteers are integral to our organisation and our community. During 2016-17, we continued to develop a coordinated, consistent management approach, to help our volunteers thrive in their work to deliver important community services.

Volunteer numbers for the year included:

- Delivered meals 71;
- Visitor Information Centres 96;
- Australian Surfing Museum 2;
- Youth events occasional (uncounted);
- Early Years 1;
- Emergency management occasional (uncounted);
- Musical Mornings and shopping trips occasional (uncounted);
- Section 86 committees 61.

As indicated in Table 13, the economic value of volunteer services provided through our Delivered Meals, Early Years and Visitor Information Centres/Australian National Surfing Museum, equated to more than \$410,000 in 2016-17.

Table 13: Economic value of volunteer services 2016-17

| Volunteer service   | Total           | Estimated       |
|---|-----------------|-----------------|
|   | volunteer hours | economic value* |
| Visitor Information Centres/<br>Australian Surfing Museum | 13,354          | \$387,266       |
| Delivered Meals   | 569             | \$16,501        |
| Early Years   | 216             | \$6,264         |
| TOTAL   | 14,139          | \$410,031       |

<sup>\*</sup>Economic value is calculated according to the formula and hourly rate specified in the G21 Geelong Region Alliance Volunteering Strategy (2012).

During the past year, Council also hosted eight Surf Coast Secondary College students on work experience placements for a week, during which time we sought to expose them to a wide variety of operational areas and opportunities to explore potential future career options. As a result of our new partnership with Deakin University, the program will be expanded in 2017-18 to incorporate internships.

# Corporate governance

We are committed to ensuring our decision-making, administrative and operational processes are accountable, fair and transparent.

This commitment underpins our corporate governance framework, which encompasses legislative and regulatory obligations, local laws, procurement, decision-making, delegations, risk management and performance management.

Governance is identified in the Council Plan as one of Council's five strategic themes, with our achievements and challenges for 2016-17 detailed in this report under *Our Performance*.

The Governance unit was heavily involved in Council elections in October 2016, to ensure the organisation's compliance with pre-election, election and post-election requirements. Amendments to the Local Government Act and Electoral Regulations introduced more stringent rules in relation to ensuring a level playing field for all candidates. The changes required development of policies, procedures, educational fact sheets and provision of advice and information to staff, candidates and the community.

In an effort to digitise our processes, an online Councillor induction portal was developed, and all Councillors, and Audit and Risk Committee members, are using an electronic agenda system.

The Governance unit continued to report to the Audit and Risk Committee in relation to our compliance with legislation, policies and other statutory requirements.

#### **Council Plan framework**

This Annual Report represents the final reporting cycle for the *Council Plan 2013-17*, which was adopted in June 2013, and addresses the outcomes achieved during 2016-17 under the key themes of:

- Environment
- Governance
- Communities
- Infrastructure
- Development and Growth.

With regular monitoring and reporting of our progress throughout the year, including tabling quarterly reports at Council meetings, this Annual Report provides a consolidated overview of our achievements in relation to the Council Plan's four-year strategic objectives.

Following the election and induction of the new Council in October 2016, the *Council Plan 2017-2021* was developed, setting Council's strategic direction for the next four years, identifying key priorities and themes that will help guide decision-making during this time. The new Council Plan incorporates the Surf Coast Shire's *Health and Wellbeing Plan* for the first time, reflecting Council's commitment to improving the health and wellbeing of the local population. It also includes a *Strategic Resource Plan* as required under Section 126 of the *Local Government Act 1989*.

# Integrated corporate planning framework

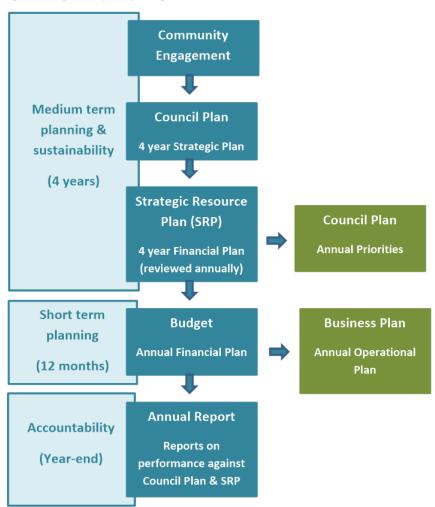
Our integrated corporate planning framework (Figure 15) provides the context for developing the Council Plan and Strategic Resource Plan, starting with community engagement as the foundation, followed by the establishment of annual priorities and a budget and business plan for the year ahead.

During 2016-17, we continued to improve integration of the Council Plan and other strategic documents with key operational documents, including annual business plans and individual work/performance plans, to create a strong focus across the organisation on achieving the plan's strategic objectives, while continuing to meet our operational and service delivery requirements.

This also helped us to monitor, measure and report on the delivery of our Council Plan.

Our website, social media, quarterly newsletter and local newspapers were all important vehicles for keeping our community informed about Council's progress and performance, while we actively engaged members in our planning and decision-making via surveys, workshops, focus groups, forums, committees, meetings and the like.

Figure 15: Integrated corporate planning framework



#### Managing risk

The management of risk is an integral part of the organisation's strategic management and planning. Our approach to risk is supported by a robust framework, risk register and associated processes.

Key achievements during 2016-17 included:

- A review of strategic risks to ensure they continued to meet organisational needs with a focus on the effectiveness of controls.
- The development of a set of risk appetite statements to influence and guide decisionmaking consistently by clarifying intent, capacity and capability.
- The annual exercise of the business continuity plan to check that arrangements
  outlined will support the continued provision of essential services and operational
  activities if an interruption event occurs. The exercise focused on a pandemic event to
  test capability in the event of a significant loss of staff and was supported by the
  attendance of representatives from the Department of Human Services and the City of
  Greater Geelong.
- An emergency evacuation of the Council office building was incorporated into the exercise

# **Continuous improvement and Best Value Principles**

We continue to pursue improvement as a core part of how we go about our business on a day-to-day basis and in our operational and strategic planning.

While continuous improvement in local government is mandated in the Best Value Principles contained in the Victorian Local Government Act 1989, we also recognise it as fundamental to improving community outcomes.

We work hard at creating a workplace culture where employees are constantly thinking about how things can be done better and are encouraged to suggest opportunities for improvement.

Although continuous improvement is a collective organisational responsibility, the Business Improvement department has led Council's efforts in this area.

Developed to prepare for future revenue challenges, such as rate capping, the Business Improvement team aims to deliver organisation-wide service efficiencies by setting and pursuing targeted benefits, which will contribute to our long-term financial plan.

With a strong focus on financial gains, including reducing costs and increasing non-rate revenue, the Business Improvement program is underpinned by the principles shown in Table 14.

The Council Plan 2017-21 commits the organisation to an ongoing service review program to support continuous improvement in delivering the highest quality, best value services that the community needs.

Table 14: Business Improvement program guiding principles

| Principle     | Intention  |
|---------------|--|
| Governance    | Clarifies approval and delivery mechanisms, reporting arrangements and key outcomes.   |
| Community     | Highlights how we will communicate with our community.   |
| Value         | Focuses on creating value through the program's delivery, including how business improvement opportunities are identified and prioritised. |
| Collaboration | Focuses on working with partners, staff and other providers.   |
| Transparency  | Highlights transparent governance processes and open communication in developing and delivering the program, and reporting our progress.   |

In 2016-17, the team achieved more than \$450,000 in recurrent operational savings via the completion of the endorsed Business Improvement program.

This program, endorsed annually by Council, will continue to strive to deliver organisational efficiencies that Council can depend on to ensure long-term financial sustainability.

# Democratic governance

#### Council's role

Together the Councillors, as 'Council', form Surf Coast Shire's governing body. This is a public statutory body constituted under the *Local Government Act 1989*. As such, Council is recognised as a single entity and Councillors only have authority to make decisions, as Council members, at formally constituted Council meetings.

As a statutory body, Surf Coast Shire Council is one of 79 Victorian councils deriving its role, powers and functions primarily from the *Local Government Act 1989*.

#### Pursuant to the Act:

- (1) A Council is elected to provide leadership for the good governance of the municipal district and the local community.
- (2) The role of a Council includes:
  - a) acting as a representative government by taking into account the diverse needs of the local community in decision-making;
  - b) providing leadership by establishing strategic objectives and monitoring their achievement;
  - maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
  - d) advocating the interests of the local community to other communities and governments;
  - e) acting as a responsible partner in government by taking into account the needs of other communities; and
  - f) fostering community cohesion and encouraging active participation in civic life.

Council's role, therefore, involves setting strategic directions, developing policies and resolving relevant issues. Key outputs include the Council Plan, annual budget and long-term financial plan, and decisions about various matters important to the community, such as community services, health, local laws, roads and traffic management, finance and administration. A significant part of this decision-making process is in relation to planning permit applications.

Council considers these matters during its meetings. Councillors' deliberations are guided by the comprehensive reports that Council officers prepare and submit for Council's consideration. These reports contain detailed information about the issues in question and recommendations regarding the actions Council can take.

Monthly Councillor briefings, prior to each Council meeting, provide opportunities for Councillors to learn more about key Council functions and the matters due to be decided at upcoming meetings. While this process represents a significant time commitment for Councillors and officers alike, it ensures Councillors are fully informed about their duties, Council's functions and the matters requiring Council's decision.

# **Decision-making**

Council decisions may only be made:

- by a resolution at a Council meeting;
- by resolution of a special committee; or
- by a staff member who has been delegated the particular power, duty or function.

Most operational decisions are delegated to officers via the Chief Executive Officer (CEO). This arrangement recognises the CEO's responsibility, under the *Local Government Act 1989*, in managing the organisation's day-to-day operations.

#### Code of conduct

The Local Government (Improved Governance) Act 2015 required councils to review and endorse an updated Councillor Code of Conduct, taking legislative amendments into consideration, before 4 July 2016. All Councillors were required to sign that they had read the code and agreed to abide by it.

The code represents a public declaration of Councillors' commitment to:

- The principles of good governance;
- Discharging their responsibilities to the best of their skills and judgment; and
- · Working together in the community's best interests.

Following their election in October 2016, all Councillors took the oath of office and signed the updated code.

As per the legislation, the code was reviewed within four months of the general election, and signed by Councillors within one month of Council endorsing the amended version, in January 2017.

#### Council meetings

Council conducts its business in open and publicly advertised meetings. Ordinary Council meetings are held on the fourth Tuesday of each month, apart from December when the holiday period makes it more practical to meet earlier in the month.

Special Council meetings are also occasionally called to consider specific items.

Community members are invited to attend Ordinary and Special Council meetings held in the Council Chambers in Torquay and sometimes at other venues across the municipality.

Meetings are conducted in accordance with *Local Law No. 2 – Meeting Procedures and Common Seal*. Reports prepared independently by officers are presented for information to assist Council's deliberations and decision-making.

Councillors are required to disclose potential conflicts of interest in any of the items to be discussed during the meeting. If a conflict of interest exists, the councillor is subsequently precluded from taking part in the debate and voting on the item.

A public question-time period at the start of each meeting enables citizens to ask questions on issues in which Council has a direct interest or responsibility. This process helps to encourage community participation.

Meeting agendas and minutes are published on our website.

#### **Council briefings**

Council briefings enable Councillors to gain a detailed understanding of important issues on the upcoming agenda, which helps their decision-making process at Council meetings.

Monthly briefings are held on the first and second Tuesday of each month with extra sessions taking place during busy times, such as the budget preparation process.

More recently, a third, shorter briefing has been added on the fourth Tuesday of the month to review up-to-date financial and project delivery data.

Senior officers – usually General Managers or the Chief Executive Officer – present briefing reports with other officers often on hand to provide detailed technical information, answer questions or explain a particular topic. The Mayor chairs these sessions, which are closed to the public and less formal than Council meetings.

# **Councillor attendance at Council meetings and briefings**

During 2016-17, a total of 11 ordinary meetings, four special meetings and nine hearing of submission meetings were held. The following tables show Councillors' attendances during the year.

Table 15: Councillor meeting attendance 1 July 2016 to 30 June 2017

| Table 15. Councillot meeting attendance 1 July 2016 to 30 Julie 2017 |               |   |   |                         |               |                   |                     |                 |                          |  |  |
|--|---------------|---|---|-------------------------|---------------|-------------------|---------------------|-----------------|--------------------------|--|--|
| Councillors  | Cr David Bell | Cr Libby Coker<br>(Resigned 9 May 2016<br>and re-elected October<br>2016) | Cr Eve Fisher<br>(Term expired October<br>2016) | Cr Clive<br>Goldsworthy | Cr Rose Hodge | Cr Carol McGregor | Cr Brian McKiterick | Cr Margot Smith | Cr Heather<br>Wellington | Or Martin Duke<br>(Elected October 2016) |  |
| Ordinary meetings (11)   | 10            | 7   | 3   | 11                      | 11            | 10                | 11                  | 10              | 10                       | 8  |  |
| Special meetings (4)   | 3             | 2   | 1   | 2                       | 4             | 4                 | 4                   | 4               | 4                        | 3  |  |
| Hearing of Submissions meetings (9)                                  | 6             | 1   | 4   | 6                       | 8             | 7                 | 8                   | 5               | 6                        | 3  |  |

Table 16: Councillor briefing session attendance 1 July 2016 to 30 June 2017

| Table 16. Councillor briefing session attendance 1 July 2016 to 30 Julie 2017 |               |  |   |                         |               |                   |                     |                 |                       |   |  |
|---|---------------|--|---|-------------------------|---------------|-------------------|---------------------|-----------------|-----------------------|---|--|
| Councillors   | Or David Bell | Cr Libby Coker<br>(Resigned 9 May 2016<br>and re-elected 0 ctober<br>2016) | Cr Eve Fisher<br>(Term expired October<br>2016) | Cr Clive<br>Goldsworthy | Cr Rose Hodge | Cr Carol McGregor | Cr Brian McKiterick | Cr Margot Smith | Cr Heather Wellington | Cr Martin Duke<br>(Elected October 201 <i>6</i> ) |  |
| Council briefings (48)  | 41            | 29   | 14  | 45                      | 47            | 45                | 44                  | 42              | 33                    | 32  |  |

Table 17: Councillor support 1 July 2016 to 30 June 2017

| Councillors                               | Mobile phone | Notepad<br>computer<br>including Next<br>G internet | Reimbursement<br>for own laptop<br>and data<br>connection | Printer |
|---|--------------|---|---|---------|
| Cr David Bell                             | Yes          | Yes   |   | Yes     |
| Cr Libby Coker                            | Yes          | Yes   |   | Yes     |
| Cr Eve Fisher (Term expired October 2016) | Yes          | Yes   |   | Yes     |
| Cr Clive Goldsworthy                      | Yes          | Yes   |   | Yes     |
| Cr Rose Hodge                             | Yes          | Yes   |   | Yes     |
| Cr Carol McGregor                         | Yes          | Yes   |   |         |
| Cr Brian McKiterick                       | Yes          | Yes   |   |         |
| Cr Margot Smith                           | Yes          | Yes   |   | Yes     |
| Cr Heather Wellington                     | Yes          | Yes   |   |         |
| Cr Martin Duke (Elected October 2016)     | Yes          | Yes   |   | Yes     |

A Council Election was held on 22 October 2016 and the new term of the elected council commenced on 3 November 2016. Councillor Allowances have been split to represent expenditure accordingly.

Table 18: Summary of allowances paid, expenses reimbursed and items provided to each Councillor – 1 July 2016 to 30 June 2017

|   | Councillor Payment Summary between 1 July 2016 to 20 September 2016 |         |          |          |   |                  |                 |          |               |         |  |  |
|---|---|---------|----------|----------|---|------------------|-----------------|----------|---------------|---------|--|--|
| Councillor                                | Allowances  |         | Expenses | s Reimbu | ırsed   | Ite              | ms Provi        | ded      | Contributions | Year to |  |  |
|   |   | Parking | Phone    | Travel   | Company<br>Direction<br>Education &<br>Membership | Motor<br>Vehicle | Mobile<br>Phone | Internet | By Councillor | Date    |  |  |
|   | (\$)  | (\$)    | (\$)     | (\$)     | (\$)  | (\$)             | (\$)            | (\$)     | (\$)          | (\$)    |  |  |
| Cr Brian<br>McKiterick                    | 8,333   | -       | -        | 162      | -   | -                | 1,139           | 127      | 120           | 9,641   |  |  |
| Cr Carol<br>McGregor                      | 8,333   | -       | -        | 4,050    | -   | -                | 296             | 127      | -             | 12,805  |  |  |
| Cr Clive<br>Goldsworthy                   | 8,333   | -       | -        | 2,393    | -   | -                | 473             | 109      | -             | 11,307  |  |  |
| Cr David Bell                             | 8,333   | -       | -        | -        | -   | -                | 120             | 127      | -             | 8,580   |  |  |
| Cr Eve Fisher                             | 8,333   | -       | -        | 317      | -   | -                | 119             | 410      | -             | 9,179   |  |  |
| Cr Heather<br>Wellington                  | 8,333   | -       | -        | -        | -   | -                | 132             | 105      | -             | 8,570   |  |  |
| Cr Margot<br>Smith                        | 8,333   | -       | -        | 2,408    | -   | -                | 164             | 127      | -             | 11,031  |  |  |
| Cr Rose<br>Hodge *                        | 25,782  | -       | -        | -        | -   | 2,035            | 334             | 127      | -             | 28,278  |  |  |
| Anglesea<br>Ward<br>Councillor<br>Vacancy | -   | -       | -        | -        | -   |                  | -               | -        | -             | -       |  |  |
| Total                                     | 84,110  | -       | -        | 9,330    | -   | 2,035            | 2,776           | 1,261    | 120           | 99,392  |  |  |

Notes: \*Mayor Cr Rose Hodge (30/06/2016 – 20/09/2016)
Contributions by Councillors are towards mobile phone and internet expenditure
Council caretaker period 20 September 2016 through to 22 October 2016

| Councillor               | Allowances  | F       | xpense | s Reimh | ursed   | Ite              | ms Provid       | led      | Contributions | Year to |  |
|--------------------------|-------------|---------|--------|---------|---|------------------|-----------------|----------|---------------|---------|--|
| Councillor               | Allowalices | Parking | Phone  | Travel  | Company<br>Directors<br>Education &<br>Membership | Motor<br>Vehicle | Mobile<br>Phone | Internet | By Councillor | Date    |  |
|                          | (\$)        | (\$)    | (\$)   | (\$)    | (\$)  | (\$)             | (\$)            | (\$)     | (\$)          | (\$)    |  |
| Cr Brian<br>McKiterick * | 54,960      | -       | -      | -       | -   | 7,135            | 1,270           | 112      | 270           | 63,207  |  |
| Cr Carol<br>McGregor     | 17,762      | -       | -      | 5,945   | 6,699   | -                | 639             | 255      | -             | 31,301  |  |
| Cr Clive<br>Goldsworthy  | 17,762      | -       | -      | 5,539   | -   | -                | 1,483           | 218      | -             | 25,002  |  |
| Cr David Bell            | 17,762      | -       | -      | -       | 7,299   | -                | 264             | 451      | -             | 25,776  |  |
| Cr Heather<br>Wellington | 17,762      | -       | -      | 4,607   | -   | -                | 360             | 211      | -             | 22,941  |  |
| Cr Libby<br>Coker        | 17,762      | -       | -      | -       | 7,299   | -                | 937             | 254      | -             | 26,253  |  |
| Cr Margot<br>Smith       | 17,762      | -       | -      | 4,581   | -   | -                | 429             | 361      | -             | 23,133  |  |
| Cr Martin<br>Duke        | 17,762      | -       | -      | 1,279   | -   | -                | 560             | 110      | -             | 19,712  |  |
| Cr Rose<br>Hodge         | 17,762      | -       | -      | 268     | -   | -                | 797             | 254      | 320           | 18,762  |  |
| Total                    | 197,059     | -       | -      | 22,219  | 21,297  | 7,135            | 6,740           | 2,227    | 590           | 256,086 |  |

Notes: \*Mayor Cr Brian McKiterick (08/11/2016 – 30/06/2017)
Councillors commenced new term on 3 November 2016
Contributions by Councillors are towards mobile phone and internet expenditure

| Council meeting date (or date conflict of interest nominated) | Councillor            | Conflict of interest   |
|---|-----------------------|--|
| 2016  |                       |  |
| 12 July   | Cr Clive Goldsworthy  | Australian National Surfing Museum -<br>Strategic Assessment and Future Options<br>(Council Briefing)                                    |
| 2 August  | Cr Heather Wellington | McAdam Park (Council Briefing)   |
| 15 November   | Cr Carol McGregor     | Small Grants Program (Council Briefing)  |
| 2017  |                       |  |
| 26 April  | Cr Libby Coker*       | Section 173 Agreement: 23-79 Bambra Road,<br>Aireys Inlet (Council Meeting)  |
| 26 April  | Cr Libby Coker*       | 115 Bimbadeen Drive Fairhaven and 23-79 Bambra Road Aireys Inlet - Re-Subdivision of Land and Variation of Restriction (Council Meeting) |

<sup>\*</sup>Cr Libby Coker resigned effective 9 May 2016 and re-elected October 2016.

# Policies, strategies and plans

The following significant policies, plans and strategies were adopted during 2016-17:

- Annual Council Budget 2017-18
- Community Project Development Process
- Council Plan (incorporating the Health and Wellbeing Plan and the Strategic Resource Plan) 2017-2021
- Digital Transformation Strategy
- Domestic Animal Management Plan 2012-2016
- Grasstree Park Nature Reserve Masterplan
- Local Law No. 2 Council Meeting Procedures and Common Seal
- Municipal Emergency Management Plan 2016-2019
- Preventing and Addressing Violence Against Women and Children in the G21 Region Strategic Plan 2016-2020
- Road Management Plan 2017
- Road Safety Strategy 2016-2021
- SCS-001 Councillor Entitlement (Expenses and Facilities) Policy
- SCS-001 Councillor Entitlements Policy
- SCS-002 Councillor Code of Conduct Policy
- SCS-005 Strategic Asset Management Policy
- SCS-010 Fraud and Corruption Policy
- SCS-015 Control of Noise from Recreation Reserves Policy
- · SCS-018 Gifts, Benefits and Hospitality Policy
- SCS-019 Procurement Policy
- SCS-021 Risk Management Policy
- SCS-025 Capital Works Community Engagement Policy
- SCS-029 Rabbit Management Policy
- SCS-030 Waste Facilities Fees and Charges Policy
- SCS-032 Complaints Policy
- Strategic Fire Management Plan Otway District 2017-2020
- Stribling Reserve Masterplan 2017
- Torquay Town Centre Parking and Access Strategy 2016-2021

## **Committees of Council**

The following Special Committees of Council (formed under Section 86 of the *Local Government Act 1989*) and Advisory Committees operated during 2016-17.

# **Advisory Committees**

- All Abilities Advisory Committee
- Audit and Risk Committee
- Bells Beach Committee (since 9 December 2015)
- Chief Executive Officer Performance Review Committee
- Municipal Emergency Management Planning Committee

#### Section 86 Committees

- · Anderson Roadknight Reserve Committee of Management
- Anglesea Bike Park Committee of Management
- Connewarre Reserve and Hall Committee of Management
- Deans Marsh Public Hall and Memorial Park Committee of Management
- Eastern Reserve Committee of Management
- Globe Theatre Committee of Management
- Modewarre Hall and Reserve Committee of Management
- Stribling Reserve Committee of Management
- Hearing of Submissions Committee
- Surf Coast Planning Committee

#### Council representation on other committees

Councillors are assigned to represent Council on formal committees, community groups, external working parties and peak bodies. They also participate in a range of community activities and regularly engage with the community, which helps to inform Council decisions and actions.

# Details of individual Councillor assignments appear below.

Table 20: Councillor Assignments 2016-17

| Organisation/Committee                      | 2016 Delegates    | 2017 Delegates       |
|---|-------------------|----------------------|
| Municipal Association of Victoria (MAV)     | Cr Fisher**       | Cr Coker*            |
|   | Cr Smith (Sub)    |                      |
| Victorian Local Governance Association      | Cr McKiterick     | Cr Wellington        |
| (VLGA)                                      |                   | (Cr Hodge from June  |
|   |                   | 2017)                |
| Australian Local Government Association     | Cr Hodge          | Cr McKiterick        |
| (ALGA)                                      |                   |                      |
| Geelong Regional Library Corporation (GRLC) | Cr Smith          | Cr Smith             |
|   | Cr Fisher** (Sub) | Cr Coker* (Sub)      |
| Geelong Heritage Centre Collection Advisory | Cr Smith          | Cr Smith             |
| Committee                                   |                   |                      |
| Local Government Waste Forum (Barwon        | Cr Bell           | Cr Bell              |
| South West Waste and Resource Recovery      |                   |                      |
| Group*)                                     |                   |                      |
| Great Ocean Road Regional Tourism Inc.      | Cr Goldsworthy    | CEO                  |
| (GORRT)                                     |                   |                      |
| G21 Geelong Region Alliance Ltd - Board of  | Cr Hodge          | Cr McKiterick        |
| Directors                                   |                   |                      |
| Audit & Risk Committee                      | Cr Smith          | Cr Goldsworthy       |
|   | Cr McKiterick     | Cr Smith             |
| Chief Executive Officer Employment Matters  | Cr Smith          | Cr McKiterick        |
| Committee                                   | Cr Hodge          | Cr Goldsworthy       |
|   | Cr Bell           | Cr McGregor          |
|   | Cr McGregor       | Cr Wellington        |
| Municipal Emergency Management Planning     | Cr Smith          | Cr Duke***           |
| Committee                                   | Cr Coker*         | Cr Coker* (Sub)      |
| All Abilities Advisory Committee (formerly  | Cr Wellington     | Cr Wellington        |
| Advisory Committee on Disability)           | Cr Hodge          |                      |
| Tourism Reference Group                     | Cr Goldsworthy    | Cr Goldsworthy       |
| Hearing of Submissions Committee            | All Councillors   | All Councillors      |
| Bells Beach Committee                       | Cr Bell           | Cr Bell              |
|   | Cr Fisher**       | Cr Duke***           |
| Lorne Community Impact Advisory Committee   | Cr Goldsworthy    | Cr Goldsworthy       |
| (CIAC)                                      |                   |                      |
| Anglesea Community Impact Advisory (CIAC)   | Cr Coker*         | Cr Coker*            |
|   | Cr Smith (Sub)    | Cr Smith (Sub)       |
| Torquay Community Impact Advisory           | Cr Bell           | Cr Bell              |
| Committee (CIAC)                            | Cr Fisher**       | Cr Duke*** (Sub)     |
| Hinterland Community Impact Advisory        | Cr Wellington     | Cr McGregor          |
| Committee (CIAC)                            | Cr McGregor       | Cr Wellington        |
| 25% by 2020 Renewable Energy Task Force     | Cr Bell           | Cr Smith             |
| -   | Cr McGregor       | Cr Bell              |
|   | Cr Smith          | Cr Coker*            |
| Peri-Urban Group of Councils                | Cr Hodge          | Cr McKiterick (or    |
| ,   | 0                 | delegate as required |

<sup>\*</sup>Cr Libby Coker resigned 9 May 2016 and re-elected October 2016.

\*\*Cr Eve Fisher term expired October 2016.

\*\*\*Cr Martin Duke elected October 2016.

| G21 Economic Development Pillar                                |
|--|
| G21 Arts and Culture Pillar Cr Smith Cr Smith No change        |
|  |
| G21 Planning and Services Pillar Cr Bell Cr Bell No change     |
|  |
| G21 Health and Wellbeing Pillar Cr McGregor Cr Smith No change |
| G21 Education and Training Pillar                              |
| G21 Environment Pillar Cr Fisher** Cr McGregor No change       |
| G21 Sport and Recreation Pillar Cr Hodge Cr Hodge No change    |

<sup>\*</sup>Cr Libby Coker resigned 9 May 2016 and re-elected October 2016.

#### **Audit and Risk Committee**

As a formally appointed Advisory Committee, the Audit and Risk Committee reports to Council and provides appropriate advice and recommendations relevant to its charter. This enables Council to:

- 1. Display well-informed, efficient and effective decision-making.
- 2. Promote and monitor an ethical culture, and comply with any relevant code of conduct.
- 3. Implement a sound system of risk oversight and management.
- 4. Implement an effective and efficient internal control system.
- 5. Protect Council's assets.
- 6. Protect against litigation and claims.
- 7. Protect against fraud.
- 8. Comply with applicable legislation, regulations, standards and policies.
- 9. Demonstrate quality internal and external reporting.
- 10. Display effective communications between Council and the internal and external auditors, and provide timely responses to matters arising from audits.

The committee considers and promotes multiple complex and strategically important corporate matters on a quarterly basis.

Key areas considered by the committee over the course of this year included compliance and controls, risk management (including a framework in which to measure and track mitigation), policy reviews and financial, management and performance reporting.

<sup>\*\*</sup>Cr Eve Fisher term expired October 2016.
\*\*\*Cr Martin Duke elected October 2016.

# A full list of agenda items is included below:

### September 2016

- Outstanding Issues & Actions Report
- Chief Executive Officer's Update
- Business Improvement Program
- Enterprise Risk Management Report, Risk Management Strategy and Risk Appetite
- Work Health & Safety Report
- 2015/16 Year End Program Management Report
- Internal Auditors Update (Grant Thornton)
- Performance Audit Reports External Agencies
- End of Financial Year Presentation
- Annual Financial Statements 2015-16
- Surf Coast Shire Performance Statement 2015 2016
- Victorian Auditor General's Office (VAGO) Update
- Policy Matrix
- SCS-005 Strategic Asset Management Policy
- SCS-025 Capital Works Community Engagement Policy
- SCS-014 Workplace Health and Safety Policy
- MPP 009 Business Continuity Procedure
- Audit and Risk Committee Annual Report 2015/16
- Committee Self-Assessment Questionnaire
- Fraud Prevention Strategies and Programs
- Legislative Update
- · Council Controls relating to Councillor Costs
- · Compliance Checklist
- · Next Meeting & Proposed Agenda Outline

#### February 2017

- Outstanding Issues & Actions Report
- Chief Executive Officer's Update
- Managing Risk Associated with Trees -Presentation
- Business Improvement Program
- Workplace Health and Safety Report
- Enterprise Risk Management Report February 2017
- · Grant Thornton Internal Auditor Status Report
- External Auditor Update (Victorian Auditor General's Office)
- Performance Audit Report November January
- Quarterly Financial Report December
- Program Status Report October to December 2016 Quarter
- Fraud and Corruption Strategies
- Key Audit Themes 2015-16
- Mandatory Reporting to IBAC
- Future Role of Audit and Risk Committees Local Government Act Review
- Transition to New Internal Audit Contract March 2018
  - Next Meeting Date and Proposed Agenda

#### November 2016

- Outstanding Issues & Actions Report
- Chief Executive Officer's Update
- Business Improvement Program
- Work Health & Safety Report
- Enterprise Risk Management Report
- External Auditor Update (Victorian Auditor General's Office)
- Performance Audit Reports External Agencies
- Quarterly Financial Report September 2016
- Program Status Report July to September Quarter 2016
- SCS-002 Councillor Code of Conduct Review
- · Review of Audit Committee Charter
- Audit Committee Independent Members -Expressions of Interest
- Next Meeting, Proposed Agenda Outline and Schedule 2017
- Grant Thornton Internal Audit Status Report and Update

- May 2017
  Outstanding Issues & Actions Report
- Chief Executive Officer's Update
- Business Improvement Program
   Poed Management Plan Undate
- Road Management Plan Update
- Tree Risk Management Plan UpdateDigital Transformation
- Workplace Health & Safety Report Quarter 3 2016-
- 17Enterprise Risk Management Report May 2017
- Internal Auditor Status Report (Grant Thornton)
- Strategic Internal Audit Plan Financial Year 2018
- External Auditor Update (Victorian Auditor General's Office)
- Performance Audit Report February April 2017
- Quarterly Financial Report March 2017
- Monthly Finance Report March 2017
- Draft Budget 2017-18 & Long Term Financial Plan Update
- Program Status Report January to March 2017
- SCS-014 Workplace Health & Safety Policy
- SCS-016 Investment Policy
- Draft MPP-001 Asset Accounting Policy
- Management Policies for Review
- Compliance with Legislation, Policy & Procedures
- Letter to Grant Thornton
- Gifts & Hospitality Register & Councillor Entitlements, Education & Other Expenses Report
- Development of the Council Plan 2017-2021
- Transparency of Local Government Decision Making
- Committee Work Plan 2017-2018
- Next Meeting & Proposed Agenda Outline

#### **Local Laws**

As at 30 June 2017, the following local laws were in place and available on our website or for inspection at the Council office during normal business hours.

#### No. 1 of 2011 - Community Amenity

This local law:

- commenced on 14 December 2011;
- unless revoked sooner, ceases to operate on 14 December 2021; and
- · operates throughout the whole municipal district.

The purpose of this local law is to provide for the peace, order and good government of the Surf Coast Shire by:

- (1) Regulating and controlling uses and activities on Council land and roads so that the Council is aware of uses or activities which may:
  - a. be detrimental to the amenity of the area or the enjoyment of facilities on land or roads:
  - b. cause damage to Council and community assets;
  - c. create a danger or expose others to risk;
  - d. interfere with the safety and convenience of people travelling on or using Council land or roads; or
  - e. impede free and safe access for people, in particular those with sight and movement impairment or disabilities.
- (2) Managing, regulating and controlling activities and uses on any land which:
  - a. may be dangerous, cause a nuisance or be detrimental to the amenity of the area or the environment:
  - are directed at maintaining a healthy and safe environment for residents and visitors;
     or
  - promote community expectations and demands about their desired lifestyle and the availability of goods and services provided to them.
- (3) Identifying activities and uses that are not permitted so as to achieve the purposes in subparagraphs (1) and (2).
- (4) Providing for the administration of Council's powers and functions.

## No. 2 of 2016 - Council Meeting Procedures and Common Seal

This local law:

- repealed Local Law No. 2 of 2011;
- commenced on 1 September 2016;
- ceases to operate on the 10<sup>th</sup> anniversary of its commencement unless otherwise revoked.

The purpose of this local law is to facilitate good governance by:

- (1) Regulating proceedings for the election of the Mayor.
- (2) Regulating proceedings of Ordinary and Special meetings of Council.
- (3) Regulating proceedings of special committees and other meetings conducted by or on behalf of Council, where Council has resolved that the provisions of this local law are to apply.
- (4) Promoting and encouraging community participation in the system of local government, by providing mechanisms within the meeting arrangements for the Council to ascertain the community's views and expectations.
- (5) Regulating and controlling the use of Council's Common Seal.

The review of Local Law No. 2 commenced during 2015-16 with the development of a community impact statement. This focused on helping community members better understand the local law, including how it meets legislative requirements, and the proposed changes. Following public exhibition and gazettal, the updated version was adopted by Council on 26 July 2016, for implementation on 1 September 2016.

# Legislative compliance

This section reports on our statutory requirements under relevant Acts.

#### **Best Value Principles**

In accordance with Section 208B(f) of the *Local Government Act 1989*, the organisation must report, at least once every year, on what has been done to realise best value principles.

Our regular business planning and performance processes encompass best value principles and continuous improvement. As outlined in the *Corporate Governance* section, Council's efforts in business improvement and service efficiency are led by the Business Improvement department, which during 2016-17 has consolidated and built on our best value approach.

# **Carers Recognition Act 2012**

The Carers Recognition Act 2012 was developed to formally recognise, promote and value the role of carers. It provides a legislative framework and principles to support organisations in better understanding and responding to their responsibilities in relation to employees and clients in care relationships.

In recognising our responsibilities under the Act, we have implemented a range of measures to ensure:

- employees, clients and others in care relationships have an awareness and understanding of care relationship principles; and
- services and care plans are developed and delivered to reflect these principles.

#### During 2016-17, these measures included:

- promoting and implementing the CHSP (Commonwealth Home Support Program) and continuing to advocate for carers to be involved in the care planning process;
- increasing participation in the Café-Style Support program focused on supporting carers and isolated individuals;
- promoting respite care services, both broadly in newsletters and individually through assessment visits, to increase access and knowledge of support for those in caring roles:
- promoting the role of carers and the diversity of care relationships via newsletters and brochures;
- ensuring carers' rights are recognised and incorporated into the core principles guiding our service provision and coordination;
- recognising carers as an important group for consultation and engagement in the development of our positive ageing strategy;
- increasing employees' understanding of care relationships and carers' rights through information provision and professional development including CCW (Community Care Worker) training in the Wellness and Reablement approach;
- embedding processes into our Rural RAS (Regional Assessment Service) assessment
  practice, to encourage carers to participate in the development of care plans and
  services, which meet their needs as well as the needs of those they care for;
- working collaboratively with carers of our NDIS clients to include them in the individual's service delivery and care plans.

#### **Child Safe Standards**

Child Safe Standards are intended to improve the way organisations prevent and respond to child abuse, by embedding the protection of children into everyday thinking and practice.

As a Category 1 organisation, Council undertook significant work in this area during 2016-17. The key focus over this period has been to:

- Commence a review of Council's policy for 'Police' and 'Working with Children' checks, including the development of a business case to support the purchase of a software program that will assist our compliance with the legislation;
- Hold information sessions for managers, coordinators and team leaders at team meetings;
- Purchase iLearn module, an online training package on Child Safe standards;
- Implement training for key personnel through the Child Wise 'Speak Up' program;
- Embed the Child Safe Standards in all staff Position Descriptions;
- Commence review of recruitment and induction processes to ensure they align with the standards;
- Develop a reporting process for early years and youth services;
- Encourage Child Safe Standards to be an agenda item in all team meetings;
- Undertake individual team review of services agreements, policy and procedures to ensure that they are compliant with Child Safe Standards.

#### Disability Act 2006

The Victorian Disability Act 2006 aims to reaffirm and strengthen the rights and responsibilities of people with disability, which includes recognising the role that government and community support plays in achieving this.

Under the Act, local councils and other public sector bodies are required to develop their own disability action plans, which set out how they will:

- remove barriers faced by people with disability in accessing goods, services and facilities:
- remove barriers faced by people with disability in obtaining and maintaining employment;
- promote the inclusion and participation in the community of people with disability; and
- achieve changes in attitudes and practices, which discriminate against people with disability.

We are committed to access and inclusion for all to build healthy, well connected communities where everyone can participate. This goal is reflected in our *Accessible and Inclusive Surf Coast Shire: Strategic Plan 2014-24*, which was adopted in January 2015 and lodged with the Australian Human Rights Commission, as required under the *Commonwealth Disability Discrimination Act 1992*.

Council has progressed towards the goals in the strategic plan and has recently developed new actions for the 2017-2019 period. The past year marked a number of achievements including:

- Further embedding universal access principles in projects and services. A key
  example is the design of the Kurumbee Myaring Community Centre applying universal
  design standards including adult change tables.
- Increasing staff members' understanding, via professional development, of universal design principles and their application across built and natural environments.

- All abilities play facility constructed at Lions Park Playground in Anglesea, which
  includes a timber boat that can be accessed via a jetty ramp.
- Promoting and supporting All Aboard disAbility Services which provide opportunities for people with a disability to participate in meaningful community activities and work experience close to where they live.
- Conducting an accessibility review of 55 Council-owned or managed community facilities including recreation facilities, community houses, seniors centres, art spaces and parks and outdoor reserves.
- Development and distribution of a mobility access map for the township of Winchelsea.
- Adoption of a Workplace Diversity Commitment that focuses on increasing the representation of employees with a disability within Council.
- People with a disability were supported to participate in the Surf Coast Shire Art Calendar exhibition and competition and Surf Coast Arts Trail.
- Partnering with the community and Council's All Abilities Advisory Committee to deliver a balloon football event in Winchelsea to celebrate International Day of People with Disability.

#### **Domestic Animals Act 1994**

The Surf Coast Shire Domestic Animal Management Plan came into effect from June 2013. Developed in accordance with the requirements and responsibilities of the Domestic Animals Act 1994 (Section 68A), Surf Coast Shire Council Community Amenity Local Law No. 1 of 2011 and other relevant policies, it outlines a range of domestic animal management strategies, actions and recommendations.

These aim to balance animal management and community interests, while providing scope to accommodate new requirements. The need to address animal safety and wellbeing during a disaster is covered by the plan's *Disaster Planning for Pets within Surf Coast Shire* section.

While the plan is scheduled for a full review in 2017, the current plan is reviewed annually pursuant to the *Domestic Animals Act 1994*. The 2016 review that was undertaken was adopted and endorsed by Council on 22 November 2016.

# **Equal Opportunity Act 2010**

In keeping with our legislative requirements under the *Equal Opportunity Act 2010*, we have an Equal Employment Opportunity Program in place to eliminate discrimination and promote equal opportunity in relation to employment matters.

The program focuses on ensuring fair, equitable and non-discriminatory consideration is given to all job applicants and employees regardless of race, colour, sex, marital status, parenthood, physical and mental impairment, age, religious or political affiliation, gender identity and sexual orientation. This includes providing a workplace free from bullying and harassment.

Information about the program's outcomes during 2016-17 is addressed in this section under 'Workplace Diversity' in *People Matters*.

#### Food Act 1984

In accordance with Section 7E of the *Food Act 1984*, we are required to publish a summary of any ministerial directions received during the financial year in the Annual Report. We received no such ministerial directions during 2016-17.

#### Freedom of Information Act 1982

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982* (the Act), Council is required to publish certain statements in its Annual Report or separately, such as on its website, concerning its functions and information available.

Council provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

#### The objectives of the Act are to:

- extend as far as possible the right of the community to access information, noting that
  access may be limited by exemptions, e.g. to protect essential public interests and
  private and business affairs;
- · ensure public bodies publish information concerning the documents they hold;
- provide an opportunity for people to request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended;
- provide an opportunity for people to appeal against a decision not to give access to the information or not to amend a personal record.

Access to documents may be obtained as detailed in section 17 of the Act as follows, by application, which should:

- be in writing;
- identify as clearly as possible the document being requested;
- be accompanied by the appropriate application fee, although the fee may be waived under certain circumstances.

The application fee from 1 July 2016 was set at \$27.90. Access charges may also apply once documents have been processed and a decision on access is made (eg photocopying and search and retrieval charges).

More information, including an application form, is available on our website at <a href="https://www.surfcoast.vic.gov.au/A-Z">https://www.surfcoast.vic.gov.au/A-Z</a> Listing/F/Freedom of Information

Principal Officer: Keith Baillie, CEO

Table 22: Freedom of information requests and outcomes 2016-17

| Requests received   | 2014-15 | 2015-16 | 2016-17 |
|---|---------|---------|---------|
| Personal requests   | 6       | 14      | 4       |
| Non-personal requests   | 4       | 2       | 5       |
| Total requests  | 10      | 16      | 9       |
| Requests transferred from another agency                        | 0       | 0       | 0       |
| Request outcomes  |         |         |         |
| Access granted in full  | 3       | 0       | 2       |
| Access granted in part  | 1       | 9       | 5       |
| Access denied in full   | 1       | 0       | 0       |
| Other   |         |         |         |
| Withdrawn   | 3       | 0       | 1       |
| Not proceeded with  | 0       | 1       | 0       |
| Act does not apply  | 0       | 2       | 0       |
| Not processed   | 0       | 0       | 0       |
| No documents  | 0       | 0       | 1       |
| Outside the Act   | 0       | 3       | 0       |
| Not yet finalised   | 2       | 1       | 0       |
| Outcomes of requests outstanding from previous reporting period |         |         |         |
| All requests outstanding  | 0       | 0       | 0       |

#### Privacy and Data Protection Act 2014

Under the *Privacy and Data Protection Act 2014*, we are required to comply with privacy principles relating to the collection, management and use of an individual's personal information. We achieve this through the implementation of our privacy policy and related procedures, coordinated by the Privacy Officer. Information about the privacy policy is published on the website and is also available upon request.

During 2016-17, Council received 46 requests relating to information privacy matters. These concerned information provided in relation to the collection, use and disclosure of an individual's personal information, as outlined in the Act, for:

- land ownership information requests, or
- rates and property ownership information requests from government agencies.

Table 23: Information privacy requests and outcomes 2016-17

| Requests received  | 2014-15 | 2015-16 | 2016-17 |
|--|---------|---------|---------|
| Requests for property owner details under the Fences Act 1968  | 199     | 297     | 236     |
| Requests for property owner details - building protection work | 12      | 40      | 13      |
| Personal requests  | 33      | 21      | 33      |
| Non-personal requests  | 7       | 19      | 13      |
| Total information privacy requests                             | 40      | 40      | 46      |
| Requests transferred from another agency                       | 0       | 0       | 0       |

#### **Protected Disclosure Act 2012**

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with Section 69 of the Act, the organisation must include information in the Annual Report about how to access procedures established under Part 9 of the Act, and about the number and types of protected disclosures investigated during the financial year.

Procedures on how to make a disclosure are publicly available on our website.

# During 2016-17:

- no disclosure was made to officers appointed to receive disclosures;
- no disclosure was referred to the Independent Broad-based Anti-corruption Commission (IBAC);
- no disclosed matter was referred by the Ombudsman to Council;
- no disclosed matter was referred to the Ombudsman for investigation;
- no investigation was taken over by the Ombudsman from Council;
- no requests were made to the Ombudsman to investigate disclosed matters under the Protected Disclosure Act 2012:
- there were no disclosed matters that Council declined to investigate; and
- there were no disclosed matters that were substantiated on investigation and no action/s required to be taken on completion of an investigation.

In December 2016, a new requirement for the CEO to report suspected corrupt conduct to IBAC was introduced. Council has developed an internal process, which was approved by the Audit and Risk Committee. No such disclosures have been necessary.

#### **Road Management Act 2004**

In accordance with Section 22 of the *Road Management Act 2004*, the organisation must publish a copy or summary of any ministerial direction in the Annual Report. We received no such ministerial directions during 2016-17.

#### Documents available for public inspection

Following is a summary of the documents available for public inspection, in accordance with Section 12 of the *Local Government (General) Regulations 2015* and Section 222 of the *Local Government Act 1989*. Inspection of these documents can be arranged by contacting the Governance Team Leader on (03) 5261 0600.

A Council must make available for public inspection documents containing the following prescribed matters:

- a) A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any councillor or member of staff in the previous 12 months, including:
  - (i) the name of the councillor or member of staff;
  - (ii) the dates on which the travel began and ended;
  - (iii) the destination of the travel;
  - (iv) the purpose of the travel; and
  - (v) the total cost of the travel, including accommodation costs.
- b) The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months, which are kept under Section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- c) The minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- a) A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review took place under Sections 86(6) and 98(6), respectively, of the Act.
- b) A document containing details of all leases involving land, which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register maintained under Section 224(1A) of the Act of authorised officers appointed under that section.
- d) A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

#### **Publications**

In addition to the statutory documents that Council must make available for public inspection, Council also publishes a range of other documents on the website including budgets, reports, strategies, plans and policies. These are available to view or download from the website and can be made available in hardcopy on request. Fees may be applicable for inspecting and making copies of certain documents.

You can read more at the Reports, Plans and Documents page of Councils website www.surfcoast.vic.gov.au

Council also regularly invites community input into the development of various plans and strategies. These opportunities are advertised on the website and in local newspapers.

#### **Grants and Donations**

#### External Funding

During 2016-17, Council was successful in obtaining external funding for a number of important community infrastructure projects and other initiatives. These included the Djila Tjarri Park skate and play zone, the Kurrambee Myaring Community Centre in Torquay North, the Winchelsea Town Centre Beautification and a variety of important road projects, including the Great Ocean Road, Horseshoe Bend/South Beach Road in Torquay and Cape Otway Road in Moriac.

Major funding sources included various federal and state government grant programs. The *Financial Performance* section of this report contains more information about grants and other external funding received during the year.

#### Community Grants

Our bi-annual *Small Grants* program supports local community groups and organisations in achieving their goals by providing up to \$1,000 to fund initiatives to:

- increase community involvement for people of all ages and abilities;
- strengthen collaboration between groups and organisations;
- · encourage new opportunities; and/or
- help to fill a gap in the current provision of services.

In 2016-17, the program disbursed grants totalling \$66,753 through funding rounds in September 2016 and March 2017. Full details are contained in the following tables.

Table 24: Small Grants Program recipients - September 2016

| Organisation/Group               | Project  | Amount funded \$ |
|----------------------------------|--|------------------|
| Anglesea Art House               | Purchase and installation of hanging system        | 1,000            |
| Anglesea Playgroup               | Mini Maestros                                      | 750              |
| Barwon Valley Pony<br>Club       | Show Jump Course Rejuvenation                      | 1,000            |
| Friends of Lorne                 | Lorne Heritage Walk Guide                          | 1,188            |
| Geelong Legacy Club              | Torquay Laurel Club - Christmas Luncheon           | 1,000            |
| Geelong Mountain Bike<br>Club    | Trail Group Initiative                             | 2,000            |
| Growing Winchelsea               | Growing Winchelsea Community Variable Message Sign | 5,000            |
| Jan Juc Coast Action             | Taking the Surf Coast Nature Search to the public  | 1,000            |
| Jan Juc Surf Life Saving<br>Club | Nipper Development Program                         | 1,000            |
| Lions Club of Anglesea           | Carols by Candlelight reprinting of song book      | 1,000            |

| Organisation/Group                         | Project   | Amount funded \$ |
|--|---|------------------|
| Lorne Aireys Inlet P-12<br>College         | SURF Art Box Murals Project                         | 2,000            |
| Lorne Community<br>Hospital                | "Sea, Tree, Weave"                                  | 1,000            |
| Lorne Community<br>Hospital                | Community compost project                           | 850              |
| Moriac & District<br>Community Association | New Moriac Community Group – Newsletter and Website | 3,090            |
| Mount Duneed Progress<br>Association       | Digitising and indexing of community records        | 514              |
| Neighbourhood Watch<br>Winchelsea          | Good Neighbour School's Day                         | 1,000            |
| Rotary Club of Torquay                     | Purchase of laptop computer                         | 1,000            |
| Southern District Table Tennis Association | Purchase table tennis table and club promotion      | 720              |
| Surf Coast Arts Inc                        | Bellbrae Heart Space Community Sculpture Project    | 1,500            |
| Surf Coast Secondary<br>College            | SURF Art Box Murals Project                         | 2,000            |
| Surf Coast Touch<br>Football Association   | Competition and Administration Project              | 1,000            |
| Torquay Museum<br>Without Walls Inc        | Connecting Memories Project                         | 1,836            |
| Torquay Seniors<br>Exercise Group          | Golden Girls Groovin' and Movin'                    | 1,000            |
| Torquay Theatre Troupe                     | "Humble Boy" by Charlotte Jones – a play            | 1,000            |
|  | Total grants disbursed                              | 33,448           |

Table 25: Small Grants Program recipients – March 2017

| Organisation/Group                  | Project  | Amount funded \$ |
|-------------------------------------|--|------------------|
| Anglesea & District Community House | Engage a tutor to run a series of community rock choir workshops   | 1,000            |
| Anglesea & District Community House | Anglesea community garden - purchase materials to create a garden mosaic                                     | 480              |
| Anglesea Netball Club               | Purchase a defibrillator unit  | 1,000            |
| Bellbrae Residents<br>Association   | Install relocatable cupboards to store African drums and other equipment at Heart Space                      | 765              |
| Cancer Council Victoria             | Surf Coast Relay for Life - Purchase<br>decorations for Gilbert Street to support<br>Relay for Life campaign | 1,000            |
| Freshwater Creek Riding Club        | Purchase and paint two portable jumps  | 945              |
| Freshwater Creek<br>Steiner School  | Purchase a defibrillator unit  | 1,000            |
| Greater Galaxy Football<br>Club     | Purchase balls, portable goals, domes, bibs<br>and gloves to support junior soccer program                   | 1,000            |
| Lions Club of Lorne                 | Purchase signage for the Lions 'Den' to improve visibility and access  | 1,000            |
| Lions Club of Torquay               | Purchase a laptop and software to support Torquay Lions Club community project                               | 1,000            |
| Lions Club of Torquay               | Purchase and install a hearing loop in the Anglican Parish Church  | 1,000            |
| Lorne Bowls Club                    | Purchase transportable bowls boxes for bare foot bowling program   | 800              |
| Lorne Historical Society            | Purchase a TV, wall mount and Apple TV device to display large format images                                 | 2,915            |

| Organisation/Group               | Project   | Amount funded \$ |
|----------------------------------|---|------------------|
| Lorne Men's Shed                 | Purchase and install a kitchen range hood   | 1,000            |
| Lorne Netball Club               | Purchase goal post protection padding   | 1,000            |
| Ocean Mind Inc                   | To support the "Wave Youth Project". A new surf therapy program, supporting disengaged youth.                                   | 2,784            |
| Parkrun Inc                      | Purchase electronic equipment and first aid kit to establish "Parkrun Torquay"  | 2,400            |
| Spring Creek<br>Community House  | Torquay Women's Sharing Shed - Purchase work benches, tables, cupboard, tools and safety equipment.                             | 2,000            |
| Surf Coast Arts Inc              | Riverlee Arts Group - Purchase panes,<br>cables and tubing to enable hanging of art<br>work in the Hinterlands                  | 1,000            |
| Surf Coast Energy<br>Group       | Quay Residents Association - Purchase and install 2 bench seats at the Quay Reserve   | 2,000            |
| Torquay Historical<br>Society    | Purchase a notebook laptop to record digital<br>and oral history  | 939              |
| Torquay Men's Shed               | Purchase knives and blender suitable for<br>Torquay Men's Shed members to use in<br>cooking program at Torquay College          | 978              |
| Torquay Netball Club             | Purchase signage, balls, bibs, whistles, ground rope and cones to support Net Set Go Program.                                   | 1,000            |
| Torquay Surf Life Saving<br>Club | Purchase an iPad and waterproof casing to<br>digitise records from the beach and allow<br>integration with emergency management | 1,000            |
| U3A Torquay                      | Purchase of iPad Pro to run computer courses for Seniors  | 1,299            |
| Winchelsea Community<br>House    | Replace play equipment (Fort) in occasional care outdoor play area  | 1,000            |
| Writers Victoria                 | Literacy workshop to engage local writers to connect with Surf Coast Arts Trail   | 1,000            |
|                                  | Total grants disbursed  | 33,305           |

# Event Grants

Our Event Grants program recognises the important role events play in shaping Surf Coast Shire's identity, prosperity and vitality.

The program typically opens in September each year and is available to not-for-profit and commercial event organisers holding events in Surf Coast Shire, enabling them to apply under different streams depending on size and focus as follows:

Community events that are held at any time of the year can seek funding for up to \$5,000.

Major events held in the off-peak season (post-Easter to 15 December) can apply for funding up to \$10,000.

Signature events held in the off-peak season (post-Easter to 15 December) can apply for funding over \$10,000 and are eligible for consideration of multiple-year funding.

In 2016-17, Council allocated \$105,500 towards funding events as shown in Table 26.

| Organisation/Group                              | Project                                | Amount funded \$ |
|---|--|------------------|
| 1929 Studios                                    | Swing Dancing                          | 1,000            |
| Adventurethon Australia                         | Adventurethon Anglesea                 | 8000             |
| Aireys Inlet Tourism &<br>Traders Association   | Aireys Inlet Open Mic                  | 10,000           |
| Aireys Inlet Tourism &<br>Traders Association   | Winter in Aireys                       | 3,500            |
| Amy Gillett Foundation                          | Amys Gran Fondo                        | 10,000           |
| Anglesea Surf Life<br>Saving Club               | Rock 2 Ramp Ocean Swim                 | 500              |
| Beam 17 Holdings                                | Eat Local Month                        | 6,000            |
| Cameron Wade                                    | By the Meadow                          | 3,000            |
| Deans Marsh Community<br>Cottage                | Deans Marsh Community Festival         | 3,000            |
| Deans Marsh Community Cottage                   | Deans Marsh Life Saving                | 1,000            |
| Geelong District Veteran<br>Golfers Association | 2016 State Championships               | 1,000            |
| Geocaching Melbourne                            | Surf Coast Shire Geocaching Event 2016 | 6,000            |
| Growing Winchelsea                              | Hunt & Gather Festival                 | 8,000            |
| Iskcon  | Festival of Colour Hari Krishna        | 2,000            |
| Jan Juc Surf Life Saving<br>Club                | Danger 1000                            | 500              |
| Lorne Film                                      | Lorne Film 2016                        | 4,000            |
| Rapid Ascent                                    | Surf Coast Century                     | 10,000           |
| Sports Media &<br>Entertainment                 | RACV Great Ocean Road Otway Classic    | 8,000            |
| Torquay Commerce &<br>Tourism                   | Drink Art Food Torquay (DAFT)          | 7,000            |
| Tour De Trails                                  | Trail Marathon and Afterglow Series    | 10,000           |
| YMCA Camping                                    | Kids Activity Outdoors (KAOS)          | 3,000            |
|   | Total grants disbursed                 | 105,500          |

| Table 27: Other donations 2016-17                              |           |
|--|-----------|
| Organisation   | Amount \$ |
| Aireys Inlet Tourism & Traders Association                     | 2,000     |
| Anglesea Business & Tourism Association                        | 2,000     |
| Barwon Network of Neighbourhood Centres Inc.                   | 2,000     |
| Barwon South West Waste & Resource Recovery Group              | 16,450    |
| Barwon Sports Academy Inc G21 Sports Pillar                    | 4,971     |
| Business Events Victoria Inc AIME trade show event             | 15,233    |
| Chris John Management - Seniors Festival Performance           | 1,300     |
| City of Greater Geelong - Aquatic Strategy Review              | 5,000     |
| City of Greater Geelong - Livestock Saleyards Market Analysis  | 9,091     |
| Committee for Lorne - Community Aspirations Stage 2            | 20,000    |
| Community Houses   | 25,000    |
| Cricket Victoria - G21 Barwon Regional Cricket Strategy        | 1,880     |
| Go Traffic - ANZAC Day Service Traffic Management              | 4,300     |
| Growing Winchelsea   | 2,000     |
| Lorne Business & Tourism Association                           | 2,000     |
| Lorne SES  | 6,734     |
| Modewarre Hall & Reserve Committee of Management - ANZAC Day   | 1,000     |
| Service Contribution   |           |
| Moriac Pre-School Centre                                       | 4,000     |
| Mt Gellibrand Fire Tower Management Contribution               | 1,500     |
| Music Workshop - Globe Theatre Audio Visual Upgrade            | 16,760    |
| Senior Citizen Centres   | 12,324    |
| Surf Coast Toy Library Inc.                                    | 1,500     |
| Torquay Commerce & Tourism Association                         | 2,000     |
| Torquay Marine Rescue Service - Rescue Equipment               | 7,500     |
| Torquay Primary School Stadium Management - Stadium Joint User | 13,843    |
| Agreement  |           |
| Torquay RSL Sub Branch - ANZAC Day Service Contribution        | 10,000    |
| Torquay SES  | 13,046    |
| Winchelsea RSL Sub Branch - ANZAC Day Service Contribution     | 2,000     |
| Winchelsea SES   | 13,046    |
| Total  | 218,478   |

| Table 28: Council memberships and subscriptions 2016-17         |           |
|---|-----------|
| Organisation  | Amount \$ |
| ANSTAT - Subscription   | 1,915     |
| Community Child Care Association - Membership                   | 270       |
| Compelling Economics - Subscription                             | 17,265    |
| Construction Material Processors Association - Membership       | 2,375     |
| Corporate Scorecard - Subscription                              | 420       |
| Early Childhood Australia - Membership                          | 189       |
| Early Learning Association Australia - Membership               | 2,031     |
| Educa - Subscription  | 1,558     |
| Family Day Care Australia - Membership                          | 145       |
| G21 - Geelong Region Alliance                                   | 58,659    |
| Geelong Regional Library Corporation                            | 678,574   |
| Great Ocean Road Regional Tourism Board                         | 151,736   |
| Green Magazine - Subscription                                   | 81        |
| ID Consulting - Subscription                                    | 30,500    |
| Local Government Financial Professionals (FinPro) - Membership  | 650       |
| Local Government Infrastructure Design Association - Membership | 3,000     |
| Maddocks Lawyers - Subscription                                 | 3,490     |
| Mind Tools - Subscription                                       | 153       |
| Municipal Association of Victoria - Membership                  | 29,295    |
| Municipal Association of Victoria - SAI Global Subscription     | 3,796     |

| Organisation  | Amount \$ |
|---|-----------|
| Municipal Association of Victoria Procurement - Leap Program Subscription | 9,000     |
| Municipal Association of Victoria Technology - Membership                 | 1,544     |
| Museums Australia - Membership  | 200       |
| Organic Gardening - Subscription  | 86        |
| Our Community - Smarty Grants - Membership                                | 364       |
| Parks and Leisure Australia - Membership                                  | 1,215     |
| Planning Institute Australia - Subscription                               | 145       |
| Portner Press - Health and Safety Update Subscription                     | 280       |
| Records and Information Management Professionals Association - Membership | 332       |
| School Crossing Victoria - Membership                                     | 95        |
| Surf Coast Energy Group - Membership                                      | 45        |
| The Australian Local Government Job Directory - Subscription              | 890       |
| The Diggers Club - Membership   | 63        |
| TurfCraft - Subscription  | 52        |
| Victorian Maternal & Child Health Coordination Group - Subscription       | 75        |
| Victorian Planning Reports - Subscription                                 | 1,824     |
| Youth Affairs Council of Victoria - Membership                            | 195       |
| Total   | 1,002,507 |

SURF COAST SHIRE ANNUAL REPORT 2016-17

# **Report of Operations**

Governance and Management Checklist

Service Performance Indicators

Performance Statement

Certification of Performance Statement

VAGO Audit Opinion – Performance Statement

Financial Performance of Services and Delivery of Major Initiatives

**Developer Contribution Plans** 

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# **Governance and Management Checklist**

The following are the results in the prescribed form of Council's assessment against the prescribed Governance and Management Checklist as required by the *Local Government (Planning and Reporting) Regulations 2014.* 

| G  | Governance and Management Items  | Assessment  |   |
|----|--|---|---|
| 1. | Community engagement policy<br>(Policy outlining Council's commitment<br>to engaging with the community on<br>matters of public interest)  | Policy<br>Date of operation of current policy: 22<br>March 2016   |   |
| 2. | Community engagement guidelines<br>(Guidelines to assist staff to determine<br>when and how to engage with the<br>community)   | Guidelines Date of operation of current guidelines: 20 October 2010   | ☑ |
| 3. | Strategic Resource Plan (Plan under<br>Section 126 of the Local Government<br>Act 1989 outlining the financial and non-<br>financial resources required for at least<br>the next four financial years)                 | Adopted in accordance with Section 126 of the Act Date of adoption: 27 June 2017  | ☑ |
| 4. | Annual budget (Plan under Section 130 of the Local Government Act 1989 setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required) | Adopted in accordance with Section 130 of the Act Date of adoption: 27 June 2017  | ☑ |
| 5. | Asset management plans (Plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)  | Plans Dates of operation of current plans: Roads - 29 April 2010 Drainage - 10 July 2006 Parks - 23 May 2006 Fleet - 6 July 2006 Building - 2 February 2006 Waste - 22 October 2012 | ☑ |
| 6. | Rating strategy (Strategy setting out<br>the rating structure of Council to levy<br>rates and charges)   | Strategy Date of operation of current strategy: 19 April 2016   | ☑ |
| 7. | Risk policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)   | Policy Date of operation of current policy: 23 August 2016  | ✓ |
| 8. | Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)  | Policy Date of operation of current policy: 23 August 2016  | ☑ |

| Governance and Management Items  | Assessment  |   |
|--|---|---|
| 9. Municipal emergency management<br>plan (Plan under Section 20 of the<br>Emergency Management Act 1986 for<br>emergency prevention, response and<br>recovery)  | Prepared and maintained in accordance with Section 20 of the Act Date of preparation: 24 January 2017 | ☑ |
| 10. <b>Procurement policy</b> (policy under Section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)  | Prepared and approved in accordance with Section 186A of the Act Date of approval: 23 August 2017     |   |
| 11. <b>Business continuity plan</b> (Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)  | Plan Date of operation of current plan: 13 July 2017  | ☑ |
| <ol> <li>Disaster recovery plan (Plan setting<br/>out the actions that will be undertaken to<br/>recover and restore business capability<br/>in the event of a disaster)</li> </ol>  | Plan Date of operation of current plan: 16 April 2015   | Ø |
| 13. Risk management framework (Framework outlining Council's approach to managing risks to Council's operations)   | Framework Date of operation of current framework: 15 August 2016                                      | ☑ |
| 14. Audit and Risk Committee (Advisory committee of Council under Section 139 of the Local Government Act 1989 whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to Council's operations and for compliance with applicable legal, ethical and regulatory requirements) | Established in accordance with<br>Section 139 of the Act<br>Date of establishment:<br>3 May 2014      | ☑ |
| 15. Internal audit (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)   | Engaged Date of engagement of current provider: 17 April 2013   | ☑ |
| 16. Performance reporting framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Local Government Act 1989)  | Framework Date of operation of current framework: 1 July 2014   | Ø |

| Governance and Management Items   | Assessment  |   |
|---|---|---|
| 17. Council Plan reporting (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)                            | Report Reporting dates:<br>23 August 2016<br>28 February 2017   | ☑ |
| 18. <b>Financial reporting</b> (Quarterly statements to Council under Section 138 of the <i>Local Government Act 1989</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)                                       | Statements presented to Council in accordance with Section 138(1) of the Act Statement presentation dates: 13 September 2016 22 November 2016 26 April 2017 26 April 2017 | Ø |
| <ol> <li>Risk reporting (Six-monthly reports of<br/>strategic risks to Council's operations,<br/>their likelihood and consequences of<br/>occurring, and risk minimisation<br/>strategies)</li> </ol>   | Reports<br>Report dates:<br>13 September 2016<br>26 April 2017  | Ø |
| 20. <b>Performance reporting</b> (Six-monthly reports of indicators measuring the results against financial and nonfinancial performance, including performance indicators referred to in Section 131 of the <i>Local Government Act 1989</i> ) | Reports<br>Report dates:<br>4 October 2016<br>28 February 2017  | Ø |
| 21. <b>Annual report</b> (Annual report to the community, under Sections 131, 132 and 133 of the <i>Local Government Act 1989</i> , containing a report of operations and audited financial and performance statements)                         | Considered at a meeting of Council in accordance with Section 134 of the Act Date of consideration: 4 October 2016  | Ø |
| 22. <b>Councillor Code of Conduct</b> (Code under Section 76C of the <i>Local Government Act 1989</i> setting out the conduct principles and the dispute resolution processes to be followed by councillors)                                    | Reviewed in accordance with Section 76C of the Act Date reviewed: 24 January 2017   | ☑ |

| Governance and Management Items  | Assessment   |      |
|--|--|------|
| 23. <b>Delegations</b> (A document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff) | Reviewed in accordance with Section 98(6) of the Act Date of review: Instruments of Delegation Adopted by Council 23 May 2017  • S5 Council to CEO  • S6 Council to Staff  • C5 Council to Planning Committee  Instruments of Delegation Adopted by Council 26 April 2017  • The Instrument of Delegation from Council to Hearing of Submissions Committee  Instruments of Delegation reviewed and signed by the CEO 24 April 2017  • S7 CEO to Staff  • S13 CEO to Staff  • S14 VicSmart Application CEO to Staff |      |
| 24. <b>Meeting procedures</b> (A local law governing the conduct of meetings of Council and special committees)  | Meeting procedures local law made in accordance with Section 91(1) of the Act Date local law made: 26 July 2016  | ☑    |
| I certify that this information presents fairly the starrangements.  | atus of Council's governance and managem   | ient |
| Verin Bainie   | PACIFICATION   |      |
| Keith Baillie Chief Executive Officer Dated: 15 September 2017   | Cr Brian McKiterick<br>Mayor<br>Dated: 15 September 2017   |      |

# **Service Performance Indicators**

|       | REPORT OF OPERATIONS  |         |         |         |   |
|-------|---|---------|---------|---------|---|
| Servi | ce Performance Indicators   | Results | Results | Results | Comments  |
|       | Service/indicator/measure   | 2015    | 2016    | 2017    |   |
|       | Aquatic Facilities  |         |         |         |   |
|       | Satisfaction  |         |         |         |   |
| AF1   | User satisfaction with aquatic facilities (optional)  | 0.00    | 0.00    | 0.00    | A customer satisfaction survey was not conducted during 2016  |
|       | [User satisfaction with how council has performed on provision of aquatic facilities]   |         |         |         | - 2017.   |
|       | Service standard  |         |         |         |   |
| AF2   | Health inspections of aquatic facilities  | 1.00    | 0.00    | 1.00    | Health inspections of<br>Council operated<br>aquatic facilities are<br>required to be<br>conducted once every<br>calendar year. The last<br>inspection of the |
|       | [Number of authorised officer<br>inspections of Council<br>aquatic facilities / Number of<br>Council aquatic facilities]  |         |         |         | Winchelsea Pool coincided with the opening of the pool in December 2016.  |
|       | Health and Safety   |         |         |         |   |
| AF3   | Reportable safety incidents<br>at aquatic facilities<br>[Number of WorkSafe<br>reportable aquatic facility<br>safety incidents]                                   | 0.00    | 0.00    | 0.00    | There were no reportable incidents during 2016 - 2017.  |
|       | Service cost  |         |         |         |   |
| AF4   | Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]                 | \$0.00  | \$0.00  | \$0.00  | Council does not have an indoor aquatic centre.   |
|       | Service Cost  |         |         |         |   |
| AF5   | Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]  Utilisation | \$15.09 | \$8.40  | \$8.13  | No comment provided as there is no material variation.  |
|       |   |         |         |         | Council operates an   |
| AF6   | Utilisation of aquatic facilities   | 0.27    | 0.24    | 0.23    | outdoor pool at<br>Winchelsea on a<br>seasonal basis.   |
|       | [Number of visits to aquatic facilities / Municipal population]   |         |         |         | Utilisation is influenced by fluctuations in weather conditions.  |

|       | REPORT OF OPERATIONS  |         |         |         |   |
|-------|---|---------|---------|---------|---|
| Servi | ce Performance Indicators   | Results | Results | Results | Comments  |
|       | Service/indicator/measure   | 2015    | 2016    | 2017    |   |
|       | Animal Management   |         |         |         |   |
| AM1   | Timeliness  Time taken to action animal management requests  [Number of days between receipt and first response     | 0.00    | 1.00    | 1.00    | Current practice is to initiate action on animal management requests within 1 day.  |
|       | action for all animal<br>management requests /<br>Number of animal<br>management requests]<br>Service standard      |         |         |         |   |
| AM2   | Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100                                  | 87.00%  | 85.48%  | 91.07%  | No comment provided as there is no material variation.  |
| AM3   | Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered | \$57.18 | \$55.96 | \$57.03 | No comment provided as there is no material variation.  |
| AM4   | animals]  Health and safety  Animal management prosecutions  [Number of successful animal management prosecutions]  | 3.00    | 0.00    | 0.00    | No prosecutions were initiated during 2016 - 2017.  |
|       | Food Safety   |         |         |         |   |
| FS1   | Time taken to action food complaints  | 0.00    | 1.55    | 2.07    | From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services and may result in some variances year on year.  2016 results show an increase of 11 complaints from the previous reporting period. This together with no corresponding |

|       | REPORT OF OPERATIONS   |          |          |          |  |
|-------|--|----------|----------|----------|--|
| Servi | ce Performance Indicators  | Results  | Results  | Results  | Comments   |
|       | Service/indicator/measure  | 2015     | 2016     | 2017     |  |
|       | [Number of days between receipt and first response action for all food complaints / Number of food complaints]   | 20.0     | 20.0     | 20.1     | increase in resourcing has resulted in a slight decrease in service responsiveness. Of the 42 complaints received and investigated, 31 were found to be unjustified. Complaints were spread across the year and various locations. Performance is still in line with the expected range.               |
| FS2   | Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100 | 105.00%  | 104.09%  | 107.04%  | No comment provided as there is no material variation.   |
| FS3   | Service cost  Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]  Health and safety  | \$743.14 | \$521.55 | \$510.29 | No comment provided as there is no material variation.  From 1 July 2016,  |
| FS4   | Critical and major non-compliance outcome notifications  [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of   | 100.00%  | 98.39%   | 99.37%   | 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on |

|       | REPORT OF OPERATIONS  |          |          |          |  |
|-------|---|----------|----------|----------|--|
| Servi | ce Performance Indicators   | Results  | Results  | Results  | Comments   |
|       | Service/indicator/measure   | 2015     | 2016     | 2017     |  |
|       | critical non-compliance<br>outcome notifications and<br>major non-compliance<br>notifications about a food<br>premises] x100  |          |          |          | year.  |
|       | Governance  |          |          |          |  |
|       | Transparency  |          |          |          | The increase from 2016 to 2017 is due to   |
| G1    | Council decisions made at meetings closed to the public   | 6.00%    | 13.90%   | 14.73%   | the increase in the number of contracts awarded and the new  |
|       | [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors ] x100 Consultation and |          |          |          | requirement to adopt<br>confidential assembly<br>of councillor records in<br>the confidential section<br>of meetings.  |
|       | engagement  |          |          |          | Community satisfaction   |
| G2    | Satisfaction with community consultation and engagement   | 60.00    | 54.00    | 59.00    | with community<br>consultation and<br>engagement has<br>returned to 2015 levels<br>and reflects Council's  |
|       | Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement  |          |          |          | commitment to<br>engaging the<br>community in decision<br>making processes<br>where possible.  |
|       | Attendance  |          |          |          |  |
| G3    | Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100  Service cost   | 88.00%   | 83.95%   | 81.48%   | No material variation  |
| G4    | Cost of governance  | \$42,184 | \$44,127 | \$44,888 | No material variation  |
|       | -   |          | 1 '      | 1        | T. Control of the Con |

|       | REPORT OF OPERATIONS   |         |                       |  |  |
|-------|--|---------|-----------------------|--|--|
| Servi | ce Performance Indicators  | Results | Results               | Results  | Comments   |
|       | Service/indicator/measure  | 2015    | 2016                  | 2017   |  |
|       | [Direct cost of the governance service / Number of Councillors elected at the last Council general election]  Satisfaction   |         |                       |  | Council is increasingly  |
| G5    | Satisfaction with council decisions  | 58.00   | 50.00                 | 53.00  | using deliberative engagement processes to improve community involvement in Council's decision   |
|       | [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]   |         | ma<br>wh<br>cor<br>de | making process<br>wherever possit<br>communicating<br>decisions throug | making process wherever possible and   |
|       | Home and Community Care (  | (HACC)  |                       |  |  |
|       | Timeliness   |         |                       |  |  |
| HC1   | Time taken to commence the<br>HACC service   | 0.00    | 21.91                 | Reporting  | Reporting on HACC ceased on 1 July 2016 due to the introduction  |
|       | [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]  |         |                       | Ceased 1<br>July 2016  | of the Commonwealth<br>Government's NDIS<br>and CHSP programs  |
|       | Service standard   |         |                       |  |  |
| HC2   | Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100 | 78.00%  | 100.00%               | Reporting<br>Ceased 1<br>July 2016                                     | Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs                |
|       | Service cost   |         |                       |  | Deporting on UACC  |
| НС3   | Cost of domestic care service  | \$0.00  | \$69.42               | Reporting<br>Ceased 1  | Reporting on HACC ceased on 1 July 2016 due to the introduction  |
|       | [Cost of the domestic care<br>service / Hours of domestic<br>care service provided]  |         |                       | July 2016  | of the Commonwealth<br>Government's NDIS<br>and CHSP programs  |
|       | Service cost   |         |                       |  |  |
| HC4   | Cost of personal care service  [Cost of the personal care service / Hours of personal care service provided]   | \$0.00  | \$62.38               | Reporting<br>Ceased 1<br>July 2016                                     | Reporting on HACC<br>ceased on 1 July 2016<br>due to the introduction<br>of the Commonwealth<br>Government's NDIS<br>and CHSP programs |

|       | REPORT OF OPERATIONS  |         |         |                                    |  |
|-------|---|---------|---------|------------------------------------|--|
| Servi | ce Performance Indicators   | Results | Results | Results                            | Comments   |
|       | Service/indicator/measure   | 2015    | 2016    | 2017                               |  |
|       |   |         |         |                                    |  |
|       | Service cost  |         |         |                                    |  |
| HC5   | Cost of respite care service  | \$0.00  | \$67.68 | Reporting                          | Reporting on HACC ceased on 1 July 2016 due to the introduction  |
|       | [Cost of the respite care<br>service / Hours of respite<br>care service provided]   |         |         | Ceased 1<br>July 2016              | of the Commonwealth<br>Government's NDIS<br>and CHSP programs  |
|       | Participation   |         |         |                                    |  |
| HC6   | Participation in HACC service   | 27.00%  | 26.99%  | Reporting                          | Reporting on HACC ceased on 1 July 2016  |
|       | [Number of people that<br>received a HACC service /<br>Municipal target population<br>for HACC services] x100   |         |         | Ceased 1<br>July 2016              | due to the introduction<br>of the Commonwealth<br>Government's NDIS<br>and CHSP programs   |
|       | Participation   |         |         |                                    |  |
| HC7   | Participation in HACC<br>service by CALD people<br>[Number of CALD people<br>who receive a HACC service<br>/ Municipal target population<br>in relation to CALD people<br>for HACC services] x100 | 13.00%  | 20.75%  | Reporting<br>Ceased 1<br>July 2016 | Reporting on HACC<br>ceased on 1 July 2016<br>due to the introduction<br>of the Commonwealth<br>Government's NDIS<br>and CHSP programs |
|       | Libraries   |         |         |                                    |  |
|       | Utilisation   |         |         |                                    |  |
| LB1   | Library collection usage  | 8.84    | 8.92    | 8.94                               | No comment provided  |
|       | [Number of library collection<br>item loans / Number of library<br>collection items]  |         |         |                                    | as there is no material variation.   |
|       | Resource standard   |         |         |                                    |  |
| LB2   | Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100 Service cost  | 85.00%  | 77.92%  | 76.80%                             | No comment provided as there is no material variation.   |
| LB3   |   | \$4.31  | \$5.27  | \$5.36                             | No comment provided  |
|       | [Direct cost of the library service / Number of visits]   |         |         |                                    | as there is no material variation.   |
|       | Participation   |         |         |                                    |  |
| LB4   | Active library members  | 19.00%  | 19.88%  | 19.43%                             | No comment provided  |
|       | [Number of active library<br>members / Municipal<br>population] x100  |         |         |                                    | as there is no material variation.   |
|       | Maternal and Child Health (N  | ICH)    |         |                                    |  |
|       | Satisfaction  |         |         |                                    |  |
|       | 54.001464011  |         | I       | l                                  | l  |

|       | REPORT OF OPERATIONS   |         |         |         |   |
|-------|--|---------|---------|---------|---|
| Servi | ce Performance Indicators  | Results | Results | Results | Comments  |
|       | Service/indicator/measure  | 2015    | 2016    | 2017    |   |
| MC1   | Participation in first MCH<br>home visit<br>[Number of first MCH home<br>visits / Number of birth<br>notifications received] x100                                      | 98.00%  | 101.76% | 98.45%  | No comment provided as there is no material variation.  |
|       | Service standard   |         |         |         |   |
| MC2   | Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100 | 94.00%  | 97.06%  | 99.07%  | No comment provided as there is no material variation.  |
|       | Service cost   |         |         |         |   |
| MC3   | Cost of the MCH service<br>[Cost of the MCH service /<br>Hours worked by MCH<br>nurses]  | \$0.00  | \$88.06 | \$82.62 | No comment provided as there is no material variation.  |
|       | Participation  |         |         |         |   |
| MC4   | Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100     | 72.00%  | 74.77%  | 78.42%  | No comment provided as there is no material variation.  |
|       | Participation  |         |         |         |   |
| MC5   | Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH  | 76.00%  | 68.00%  | 81.25%  | Higher participation rates in the "8 months and under" key age and stage checks has contributed to the significant percentage                               |
|       | service at least once (in the<br>year) / Number of Aboriginal<br>children enrolled in the MCH<br>service] x100   |         |         |         | increase for this reporting period.   |
|       | Roads  |         |         |         |   |
|       | Satisfaction of use  |         |         |         |   |
| R1    | Sealed local road requests   | 22.63   | 17.68   | 39.51   | Significant weather<br>events in September<br>2016 and April 2017<br>contributed to an<br>increase in customer<br>requests during this<br>period as did the |
|       | [Number of sealed local road<br>requests / Kilometres of<br>sealed local roads ] x100  |         |         |         | commencement of a<br>new administrative<br>practice to record all<br>requests received via<br>other channels in the<br>Customer Request<br>Management (CRM) |

| Seni                           | ce Performance Indicators  | Results | Results | Results | Comments  |
|--------------------------------|--|---------|---------|---------|---|
| Service Performance Indicators |  |         |         |         | Comments  |
|                                | Service/indicator/measure  | 2015    | 2016    | 2017    | system.   |
| R2                             | Condition Sealed local roads maintained to condition   | 100.00% | 99.65%  | 100.00% | No comment provided as there is no material   |
| K2                             | standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100  Service cost | 100.00% | 99.05%  | 100.00% | variation.  |
| R3                             | Cost of sealed local road reconstruction   | \$27.06 | \$59.75 | \$29.78 | The 2016 - 2017 reconstruction program focussed on implementing a low cost reconstruction solution to 2 roads and |
|                                | [Direct cost of sealed local<br>road reconstruction / Square<br>metres of sealed local roads<br>reconstructed]   |         |         |         | is based on a small reconstruction area of only 7,387 square metres. and a minor rehabilitation scope.            |
|                                | Service Cost   |         |         |         |   |
| R4                             | Cost of sealed local road resealing  | \$8.23  | \$8.84  | \$6.38  | The 2016 - 2017 program focussed on more reseals and less   |
|                                | [Direct cost of sealed local<br>road resealing / Square<br>metres of sealed local roads<br>resealed]   |         |         |         | overlays resulting in reduced annual costs.   |
|                                | Satisfaction   |         |         |         |   |
| R5                             | Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]            | 65.00   | 61.00   | 61.00   | No comment provided as there is no material variation.  |
|                                | Statutory Planning   |         |         |         |   |
|                                | Timeliness   |         |         |         |   |
| SP1                            | Time taken to decide planning applications   | 76.00   | 90.00   | 48.00   | Council has committed<br>to a Planning Reform<br>aimed at improving<br>service performance.<br>Results indicate a |
|                                | [The median number of days<br>between receipt of a planning<br>application and a decision on<br>the application]   |         |         |         | significant<br>improvement in<br>performance based on<br>recent years.  |
|                                | Service standard   |         |         |         |   |
|                                |  |         | I .     | I       | ı   |

|                                | REPORT OF OPERATIONS  |         |         |         |   |
|--------------------------------|---|---------|---------|---------|---|
| Service Performance Indicators |   | Results | Results | Results | Comments  |
|                                | Service/indicator/measure   | 2015    | 2016    | 2017    |   |
| SP2                            | Planning applications<br>decided within required time<br>frames   | 65.00%  | 56.02%  | 71.02%  | From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.          |
|                                | [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100                   |         |         |         | Council has committed<br>to a Planning Reform<br>aimed at improving<br>service performance.<br>Results indicate a<br>significant<br>improvement in<br>performance based on<br>recent years. |
|                                | Service cost  |         |         |         |   |
| SP3                            | Cost of statutory planning service  | \$1,748 | \$1,472 | \$1,142 | Council has committed<br>to a Planning Reform<br>aimed at improving<br>service performance.<br>Results indicate a   |
|                                | [Direct cost of the statutory<br>planning service / Number of<br>planning applications<br>received]   |         |         |         | significant<br>improvement in<br>performance based on<br>recent years.  |
|                                | Decision making   |         |         |         |   |
| SP4                            | Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100 | 75.00%  | 76.47%  | 80.95%  | No comment provided as there is no material variation   |
|                                | Waste Collection  |         |         |         |   |
|                                | Satisfaction  |         |         |         | No specific reason for  |
| WC1                            | Kerbside bin collection requests  | 73.80   | 68.46   | 88.94   | the increase has been identified however result is consistent with the percentage increase in the number  |
|                                | [Number of kerbside garbage<br>and recycling bin collection<br>requests / Number of<br>kerbside bin collection<br>households] x1000   |         |         |         | of missed services. Potentially linked to seasonal population fluctuations  |

|                                | REPORT OF OPERATIONS  |         |         |         |  |
|--------------------------------|---|---------|---------|---------|--|
| Service Performance Indicators |   | Results | Results | Results | Comments   |
|                                | Service/indicator/measure   | 2015    | 2016    | 2017    |  |
| WC2                            | Service standard  Kerbside collection bins missed   | 3.35    | 3.40    | 4.39    | No specific reason for<br>the increase has been<br>identified however<br>result is consistent with<br>the percentage |
|                                | [Number of kerbside garbage<br>and recycling collection bins<br>missed / Number of<br>scheduled kerbside garbage<br>and recycling collection bin<br>lifts] x10,000  |         |         |         | increase in the number of kerbside bin collection requests . Potentially linked to seasonal population fluctuations. |
|                                | Service cost  |         |         |         |  |
| WC3                            | Cost of kerbside garbage bin<br>collection service<br>[Direct cost of the kerbside<br>garbage bin collection<br>service / Number of kerbside<br>garbage collection bins]  | \$39.90 | \$83.65 | \$86.36 | No comment provided as there is no material variation.   |
|                                | Service cost  |         |         |         |  |
| WC4                            | Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]   | \$29.77 | \$31.26 | \$30.92 | No comment provided as there is no material variation.   |
|                                | Waste diversion   |         |         |         |  |
| WC5                            | Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100                            | 55.00%  | 54.26%  | 54.76%  | No comment provided as there is no material variation.   |
|                                | Economic Development (optional)   |         |         |         |  |
|                                | Participation   |         |         |         |  |
| ED1                            | Participation in business development activities [Number of businesses with an ABN in the municipality that participate in a business development activity / Number of businesses with an ABN in the municipality] x100  Service standard | 0.00%   | 0.00%   | 0.00%   | Optional service<br>measure, data has not<br>been collected for<br>reporting   |
| ED2                            | Delivery of planned business<br>development activities<br>[Number of business<br>development activities<br>delivered / Number of  | 0.00%   | 0.00%   | 0.00%   | Optional service<br>measure, data has not<br>been collected for<br>reporting   |

|       | REPORT OF OPERATIONS   |         |         |         |  |
|-------|--|---------|---------|---------|--|
| Servi | ce Performance Indicators  | Results | Results | Results | Comments   |
|       | Service/indicator/measure  | 2015    | 2016    | 2017    |  |
|       | planned business<br>development activities] x100   |         |         |         |  |
|       | Service cost   |         |         |         |  |
| ED3   | Cost of economic development service [Direct cost of delivering the economic development service / Number of businesses with an ABN in the municipality]   | \$0.00  | \$0.00  | \$0.00  | Optional service<br>measure, data has not<br>been collected for<br>reporting |
|       | Economic activity  |         |         |         |  |
| ED4   | Percent change in number of businesses [Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100 | 0.00%   | 0.00%   | 0.00%   | Optional service<br>measure, data has not<br>been collected for<br>reporting |
|       | Immunisation (optional)  |         |         |         |  |
|       | Satisfaction   |         |         |         |  |
| I1    | User satisfaction with immunisation service [User satisfaction with how council has performed on provision of children immunisation service]  Service standard   | 0.00    | 0.00    | 0.00    | Optional service<br>measure, data has not<br>been collected for<br>reporting |
| 12    | Vaccination of children by council   | 0.00%   | 0.00%   | 0.00%   | Optional service measure, data has not                                       |
|       | [Percentage of children fully vaccinated by council]   |         |         |         | been collected for reporting   |
| 13    | Return of consent cards by<br>secondary school children<br>[Number of secondary school<br>consent cards returned /<br>Total number of secondary<br>school children] x100   | 0.00%   | 0.00%   | 0.00%   | No comment provided<br>as there is no material<br>variation                  |
|       | Service cost   |         |         |         |  |
| 14    | Cost of immunisation service   | \$0.00  | \$0.00  | \$0.00  | Optional service   |
|       | [Direct cost of immunisation<br>service / Total number of<br>vaccinations]   |         |         |         | measure, data has not<br>been collected for<br>reporting                     |
|       | Participation  |         |         |         |  |
| 15    | Vaccination of children [Percentage of children who  | 0.00%   | 0.00%   | 0.00%   | Optional service<br>measure, data has not<br>been collected for              |

|       | REPORT OF OPERATIONS   |         |         |               |  |
|-------|--|---------|---------|---------------|--|
| Servi | ce Performance Indicators  | Results | Results | Results       | Comments   |
|       | Service/indicator/measure  | 2015    | 2016    | 2017          |  |
| 16    | are fully vaccinated in each age group] Vaccination of secondary school children [Number of secondary school children fully vaccinated by council / Total number of secondary school children] x100                        | 0.00%   | 0.00%   | 0.00%         | reporting  Optional service measure, data has not been collected for reporting   |
|       | Sports Grounds (optional)  |         |         |               |  |
| SG1   | Utilisation Structured activities on sports fields [Number of structured activities / Total number of sports fields] Condition   | 0.00    | 0.00    | 0.00          | Optional service<br>measure, data has not<br>been collected for<br>reporting   |
| SG2   | Condition of sports fields [Number of days sports fields are unavailable for structured activities due to condition excluding maintenance and reconstruction/redevelopmen t / Total number of sports fields]  Service cost | 0.00    | 0.00    | 0.00          | Optional service<br>measure, data has not<br>been collected for<br>reporting   |
| SG3   | Cost of sports grounds   | \$0.00  | \$0.00  | \$0.00        | Optional service   |
|       | [Direct cost of sports grounds<br>/ Total number of sports<br>fields]  | φοισσ   | φοισσ   | <b>4</b> 0.00 | measure, data has not<br>been collected for<br>reporting   |
|       | Availability   |         |         |               |  |
| SG4   | Population per sports field  [Municipal population / Total number of sports fields]  | 0.00    | 0.00    | 0.00          | Optional service<br>measure, data has not<br>been collected for<br>reporting   |
|       | Street Sweeping (optional)   |         |         |               |  |
| SS1   | Satisfaction Street sweeping requests [Number of street sweeping requests / Total number of sealed local road households subject to a street sweeping service]   | 0.00    | 0.00    | 0.00          | Optional service<br>measure, data has not<br>been collected for<br>reporting   |
| SS2   | Service standard  Frequency of sealed local road sweeping [Number of kilometres of sealed local roads swept / Total kilometres of local  | 0.00    | 0.00    | 0.00          | No comment provided<br>as there is no material<br>variation<br>No comment provided<br>as there is no material<br>variation |

|      | REPORT OF OPERATIONS  |         |         |         |  |
|------|---|---------|---------|---------|--|
| Serv | ice Performance Indicators  | Results | Results | Results | Comments   |
|      | Service/indicator/measure   | 2015    | 2016    | 2017    |  |
|      | sealed local roads required to be swept]  |         |         |         |  |
|      | Service cost  |         |         |         |  |
| SS3  | Cost of street sweeping service [Direct cost of street sweeping service / Total kilometres of sealed local roads required to be swept] Environmental and  | \$0.00  | \$0.00  | \$0.00  | Optional service<br>measure, data has not<br>been collected for<br>reporting |
| SS4  | flooding risk Routine cleaning of sealed local road pits [Number of sealed local road pits requiring cleaning following routine inspection / Total number of sealed local road pits inspected] x100 | 0.00%   | 0.00%   | 0.00%   | Optional service<br>measure, data has not<br>been collected for<br>reporting |

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## Surf Coast Shire Council Performance Statement For the year ended 30 June 2017

### **Performance Statement**

For the year ended 30 June 2017

### **Description of municipality**

Surf Coast Shire is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and covers 1,560 square kilometres.

Its proximity to the Princes Highway and Geelong Ring Road provides convenient road access to enhance the shire's appeal as a lifestyle, holiday, tourist and business destination.

Residents enjoy a high-quality lifestyle combining coastal, bushland and rural elements across nine distinct townships: Aireys Inlet, Anglesea, Deans Marsh, Fairhaven, Jan Juc, Lorne, Moriac, Torquay and Winchelsea.

Surf Coast Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow from 20,872 in 2001 to an estimated 30,445 in 2017.

Surf Coast Shire's economy continues to experience strong growth with the top employment sectors including tourism, the surfing industry, accommodation and food services, construction and retail trade. With its rich agricultural and aesthetic attributes, the hinterland is increasingly contributing to the shire's economic development, particularly via local food and niche tourism opportunities.

The demands on Council to deliver essential infrastructure and community services will continue to increase in line with the needs of Surf Coast Shire's rapidly growing, changing community.

# Sustainable Capacity Indicators For the year ended 30 June 2017

|  |            | Results     |             |   |
|--|------------|-------------|-------------|---|
| Indicator/measure  | 2015       | 2016        | 2017        | Material Variations   |
| <b>Population</b><br>Expenses per head of municipal population               | \$1,985.11 | \$2,124.43  | \$2,164.33  | No comment provided as there is no material variation.  |
| [Total expenses / Municipal population]                                      |            |             |             |   |
| Infrastructure per head of municipal population                              | \$9,905.90 | \$12,078.85 | \$12,763.54 | No comment provided as there is no material variation.  |
| [Value of infrastructure / Municipal population]                             |            |             |             |   |
| Population density per length of road  | 25.80      | 26.05       | 29.08       | The ABS estimated residential population of Surf Coast  |
| [Municipal population / Kilometres of local roads]                           |            |             |             | Shire released on 28 July 2017 showed a 2.72% population increase from 29,639 in 2015 to 30,445 in 2016. In addition  |
|  |            |             |             | the length of local roads (Sealed and unscaled) has decreased due to the incorrect inclusion of Council Car Parks in previous years reporting and the reclassification and / or removal of a number of unconstructed roads. |
| Own-source revenue<br>Own-source revenue per head of municipal population    | \$1,721.18 | \$1,866.14  | \$1,821.58  | No comment provided as there is no material variation.  |
| [Own-source revenue / Municipal population]                                  |            |             |             |   |
| <b>Recurrent grants</b><br>Recurrent grants per head of municipal population | \$333.35   | \$263.85    | \$391.69    | During 2017 Council received an advance payment of its 2018 Grants Commission grant of \$1.95m. Councils Roads  |
| [Recurrent grants / Municipal population]                                    |            |             |             | to Recovery grant allocation increased by 5303,000 from<br>the prior year.  |
| Disadvantage<br>Relative socio-economic disadvantage                         | 10.00      | 10.00       | 10.00       | No comment provided as there is no material variation.  |
| [Index of Relative Socio-economic Disadvantage by decile]                    |            | 41          |             |   |

'adjusted underlying revenue" means total income other than:

- non-recurrent grants used to fund capital expenditure; and (a) (c)
  - non-monetary asset contributions; and
- contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants) "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004 'population" means the resident population estimated by council

# Service Performance Indicators For the year ended 30 June 2017

|  |         | Results |        |  |
|--|---------|---------|--------|--|
| Service/indicator/measure  | 2015    | 2016    | 2017   | Material Variations  |
| Aquatic facilities   |         |         |        |  |
| Utilisation Utilisation of country facilities  | 76.0    | 0.24    | 0.23   | Council operates an outdoor bool at Winchelsea on a          |
| סנווואמנוסון כן מלממניר למכווונופא   | 77.0    | 13.0    | 23:0   | seasonal basis. Utilisation is influenced by fluctuations in |
| [Number of visits to aquatic facilities / Municipal population]                                      |         |         |        | weather conditions.  |
| Animal management  |         |         |        |  |
| Health and safety  |         |         |        |  |
| Animal management prosecutions   | 3.00    | 0.00    | 0.00   | No prosecutions were initiated during 2016 - 2017.           |
| [Number of successful animal management prosecutions]  |         |         |        |  |
| Food safety  |         |         |        |  |
| Health and safety  |         |         |        |  |
| Critical and major non-compliance notifications  | 100.00% | 88.39%  | 99.37% | From 1 July 2016, 'Critical and major non-compliance         |
|  |         |         |        | brazionelo this indicator was reported by financial year.    |
| [Number of critical non-compliance notifications and major   |         |         |        | This has been implemented to better alian reporting with     |
| non-compliance notifications about a rood premises followed  |         |         |        | the Department of Health and Human Services. This may        |
| major non-compliance notifications about food premises   |         |         |        | result in some variances year on year.                       |
| x100   |         |         |        |  |
| Governance   |         |         |        |  |
| Satisfaction   |         |         |        |  |
| Satisfaction with council decisions  | 58.00   | 20.00   | 53.00  | Council is increasingly using deliberative engagement        |
| [Community satisfaction rating out of 100 with how council   |         |         |        | decision making process wherever possible and                |
| has performed in making decisions in the interest of the community                                   |         |         |        | communicating decisions through various channels.            |
| Home and community care  |         |         |        |  |
| Participation  |         |         |        |  |
| Participation in HACC service  | 27.00%  | 26.99%  | N/A    | Reporting on HACC ceased on 1 July 2016 due to the           |
| [Number of people that received a HACC service / Municipal target population for HACC services] x100 |         |         |        | and CHSP programs  |

|   |        |        |        | 1   |
|---|--------|--------|--------|---|
| Service/indicator/measure   | 2015   | 2016   | 2017   | Material Variations   |
| Participation   |        |        |        |   |
| Participation in HACC service by CALD people  | 13.00% | 20.75% | N/A    | Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS |
| [Number of CALD people who receive a HACC service /<br>Municipal target population in relation to CALD people for<br>HACC services] x100                | -      |        |        | and CHSP programs   |
| Libraries   |        |        |        |   |
| Participation   |        |        |        |   |
| Active library members  | 19.00% | 19.88% | 19.43% | No comment provided as there is no material variation.  |
| [Number of active library members / Municipal population] $\times 100$  |        |        |        |   |
| Maternal and child health   |        |        |        |   |
| Participation   |        |        |        |   |
| Participation in the MCH service  | 72.00% | 74.77% | 78.42% | No comment provided as there is no material variation.  |
| [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100                       |        |        |        |   |
| Participation   |        |        |        |   |
| Participation in the MCH service by Aboriginal children   | %00.92 | %00.89 | 81.25% | Higher participation rates in the "8 months and under" key  |
| [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 |        |        |        | percentage increase for this reporting period.  |
| Roads   |        |        |        |   |
| <b>Satisfaction</b><br>Satisfaction with sealed local roads   | 00.59  | 61.00  | 61.00  | No comment provided as there is no material variation.  |
| [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]  | ,      |        |        |   |

### ofinitions

Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

active library member" means a member of a library who has borrowed a book from the library

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

'class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that

"Community Care Common Standards "means the Community Care Common Standards for the delivery of HACC services, published from time to time by the

'critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council Commonwealth

by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health 'food premises" has the same meaning as in the Food Act 1984

'HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care

"HACC service" means home help, personal care or community respite provided under the HACC program

Act 1985 of the Commonwealth

major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken 'MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004 until school age

population" means the resident population estimated by council

target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian NorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

Financial Performance Indicators For the year ended 30 June 2017

|  |            | Results    |            |            | Fore       | Forecasts             |            |  |
|--|------------|------------|------------|------------|------------|-----------------------|------------|--|
| Dimension/indicator/measure  | 2015       | 2016       | 2017       | 2018       | 2019       | 2020                  | 2021       | Material Variations  |
| Efficiency Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]  | \$2,012.67 | \$2,104.52 | \$2,150.50 | \$2,176.05 |            | \$2,228.86 \$2,287.26 | \$2,346.72 | No comment provided as there is no material variation.   |
| <b>Expenditure level</b><br>Expenses per property assessment   | \$2,741.90 | \$2,878.00 | \$3,096.18 | \$3,129.91 | \$3,012.83 | \$3,012.83 \$2,943.17 | \$3,052.77 | No comment provided as there is no material variation.   |
| [Total expenses / Number of property assessments]  Workforce turnover  Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100 | 8.56%      | 6.26%      | %86.9      | 0.00%      | 0.00%      | 0.00%                 | 0.00%      | The number of resignations and terminations increased by 3. Council does not forecast resignations or terminations in its Annual Budget.   |
| Liquidity Working capital Current assets compared to current inabilities [Current assets / Current liabilities] x100   | 262.40%    | 252.55%    | 269.83%    | 341.93%    | 336.91%    | 282.21%               | 366.30%    | Council's cash reserves were higher in 2016-17 compared to 2015-16 due to a number of large projects to be carried forward into the next financial year, plus the early receipt of 50% of the 2017-18 grants commission allocation. Council's Trade payables were higher in 2016-17 due to high operational and project activity at the end of the financial year. This is expected to return to normal levels in 2017-18. Movements |

|                                 |         | Results |         |        | Forecasts | casts  |        |  |
|---------------------------------|---------|---------|---------|--------|-----------|--------|--------|--|
| Dimension/indicator/measure     | 2015    | 2016    | 2017    | 2018   | 2019      | 2020   | 2021   | Material Variations                                |
|                                 |         |         |         |        |           |        |        | in future years are mainly due to movements in     |
|                                 |         |         |         |        |           |        |        | Council's landfill provision and related cash      |
|                                 |         |         |         |        |           |        |        | reserves as major works are carried out to         |
|                                 |         |         |         |        |           |        |        | increase the life expectancy of the Anglesea       |
|                                 |         |         |         |        |           |        |        | landfill.  |
| Unrestricted cash               |         |         |         |        |           |        |        | Council's Term deposits with an original maturity  |
| Unrestricted cash compared to   | -66.02% | -63.44% | -82.94% | 20.80% | 40.14%    | 72.05% | 87.52% | of less than 90 days decreased in 2017             |
| current liabilities             |         |         |         |        |           |        |        | compared to 2016, however it is offset by an       |
| [Unrestricted cash / Current    |         |         |         |        |           |        |        | increase in its Term deposits with an original     |
| liabilities] x100               |         |         |         |        |           |        |        | maturity of greater than 90 days (Other Financial  |
|                                 |         |         |         |        |           |        |        | Assets) to see an overall increase in value the    |
|                                 |         |         |         |        |           |        |        | Term Deposits it holds of \$7.3m to meet both      |
|                                 |         |         |         |        |           |        |        | short and long term cash requirements.             |
|                                 |         |         |         |        |           |        |        | Movements in future years are mainly due to        |
|                                 |         |         |         |        |           |        |        | Council holding higher amounts of unrestricted     |
|                                 |         |         |         |        |           |        |        | cash. This is mainly due increases to in Council's |
|                                 |         |         |         |        |           |        |        | waste cash reserve in anticipation of future       |
|                                 |         |         |         |        |           |        |        | capital requirements, and that Council is not      |
|                                 |         |         |         |        |           |        |        | forecasting carry-forward capital works            |
|                                 | ×:      |         |         |        |           |        |        | (restricted cash) in future years.                 |
| Obligations                     |         |         |         |        |           |        |        | \$1.364M of renewal works were not completed       |
| Asset renewal compared to       | 63.17%  | 52.39%  | 43.71%  | 49.59% | 52.20%    | 54.26% | 53.41% | during the 16-17 financial year and will be        |
| depreciation                    |         |         |         |        |           |        |        | carried over to the 17-18 financial year. Going    |
| [Asset renewal expenses / Asset |         |         |         |        |           |        |        | forward, Council has forecast a stable program     |
| depreciation] x100              |         |         |         |        |           |        |        | of renewal works.                                  |
|                                 |         |         |         |        |           |        |        |  |
| loans and horrowings            |         |         |         |        |           |        |        |  |

|   |        | Results |        |        | Fore   | Forecasts |        |   |
|---|--------|---------|--------|--------|--------|-----------|--------|---|
| Dimension/indicator/measure   | 2015   | 2016    | 2017   | 2018   | 2019   | 2020      | 2021   | Material Variations   |
| Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100  | 37.71% | 34.10%  | 31.34% | 34.99% | 31.81% | 28.66%    | 25.56% | Council will borrow \$3m in 2017/18 to fund the completion of the Kurrambee Myaring Community Centre. No further borrowings are currently forecast.   |
| Loans and borrowings  Loans and borrowings repayments  compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100 | 3.99%  | 3.74%   | 3.58%  | 3.46%  | 4.11%  | 3.94%     | 3.77%  | Council will borrow \$3m in 2017/18 to fund the completion of the Kurrambee Myaring Community Centre. No further borrowings are currently forecast.   |
| Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100   | 59.94% | 51.22%  | 46.72% | 49.73% | 46.94% | 38.02%    | 34.85% | Non-current liabilities lower in 2018/19 due to reduction of landfill provision in that year due to capital works   |
| Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying                        | 6.17%  | 3.59%   | 6.70%  | -3.89% | 2.96%  | 7.21%     | 5.70%  | Councils adjusted underlying revenue increased by \$10.367m due mainly to an increase in rates of \$2.07m, Operating grants of \$4.073m and user and statutory fees of \$1.03m. Nonmonetary contributions from developers and capital grants are expected to be higher in 2017/18 than in 2016/17 |
| Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100 Rates effort                                | 71.06% | 73.29%  | 67.48% | 75.07% | 74.60% | 74.93%    | 75.32% | Non-monetary contributions from developers and capital grants are expected to be higher in 2017/18 than in 2016/17  No comment provided as there is no material   |

|                                     |       | Results |       |       | Fore  | Forecasts |       |            |                     |
|-------------------------------------|-------|---------|-------|-------|-------|-----------|-------|------------|---------------------|
| Dimension/indicator/measure         | 2015  | 2016    | 2017  | 2018  | 2019  | 2020      | 2021  | î          | Material Variations |
| Rates compared to property values   | 0.33% | 0.34%   | 0.33% | 0.34% | 0.34% | 0.35%     | 0.36% | variation. |                     |
| [Rate revenue / Capital improved    |       |         |       |       |       |           |       |            |                     |
| value of rateable properties in the |       |         |       |       |       |           |       |            |                     |
| municipality 1 x100                 |       |         |       |       |       |           |       |            |                     |

### Definitions

'adjusted underlying revenue" means total income other than:

non-recurrent grants used to fund capital expenditure; and

non-monetary asset contributions; and

contributions to fund capital expenditure from sources other than those referred to above (c) (a)

'adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

'asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

'current assets" has the same meaning as in the AAS

'current liabilities" has the same meaning as in the AAS

'non-current assets" means all assets other than current assets

'non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the 'non-current liabilities" means all liabilities other than current liabilities

period covered by a council's Strategic Resource Plan

'own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

population "means the resident population estimated by council

'rate revenue" means revenue from general rates, municipal charges, service rates and service charges

recurrent grant "means a grant other than a non-recurrent grant

restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

and includes cash to be used to fund capital works expenditure from the previous financial year

'unrestricted cash'' means all cash and cash equivalents other than restricted cash.

### Other Information

For the year ended 30 June 2017

### 1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 22 June 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

### **Certification of the Performance Statement**

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

John Brockway CPA
Principal Accounting Officer
Dated: 12 September, 2017

In our opinion, the accompanying performance statement of the Surf Coast Shire Council for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Brian McKiterick

Mayor

Dated: 12 September, 2017

Clive Goldsworthy

Councillor

Dated: 12 September, 2017

Keith Baillie

Chief Executive Officer Dated: 12 September, 2017



### **Independent Auditor's Report**

### To the Councillors of Surf Coast Shire Council

### Opinion

I have audited the accompanying performance statement of Surf Coast Shire Council (the council) which comprises the:

- · description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Surf Coast Shire Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the local Government Act 1989.

### **Basis for Opinion**

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report

My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Councillors' responsibilities for the performance statement

The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE 14 September 2017 Tim Loughnan as delegate for the Auditor-General of Victoria

### Financial Performance of Services and Delivery of Major Initiatives

### Theme 1: Environment

### Strategic Indicators

The following statement reviews the performance of Council against the *Council Plan*, including results achieved in relation to the strategic indicators articulated in the *Council Plan* 

| Strategic Indicator  | Result | Comments   |
|--|--------|--|
| Waste Diversion  Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill). | 54.76% | No comment provided as there is no material variation. |

### **Major Initiatives**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-17 budget.

| Major Initiatives                              | Progress   |
|--|--|
| Solar Improvement Program Council Civic Office | Complete with solar now installed on the Council Civic Office. |
| (Actual: \$132,668 Budget: \$132,668)          |  |

### Services

| Description of Service Provided   | Net Cost<br>Amended Budget<br>Variance<br>\$'000 |
|---|--|
| Environment   | 1,137  |
| This service ensures that Council complies with Victorian and Commonwealth Government legislative requirements regarding the environment, including:  | 1,149  |
| native vegetation; listed species and ecological communities; pest plants and animals; and statutory planning referrals. A wide range of Council Plan | <u>12</u>  |
| strategies related to pest plant and animal management, sustainability,   |  |
| environmental leadership and climate change are also delivered. The unit is the   |  |
| designated land manager for Council's many nature reserves (including the   |  |
| world famous Bells Beach Surfing Recreation Reserve), 1500km of rural   |  |
| roadsides and also some waterways. The unit provides specialist environmental   |  |
| and sustainability advice internally to Council and externally to community   |  |
| groups, local businesses, agencies and members of the public.   |  |

| 171     |
|---------|
| 179     |
| 8       |
| (3,165) |
| (2,685) |
| 480     |
|         |
|         |

### Theme 2: Governance

### **Strategic Indicators**

The following statement reviews the performance of Council against the *Council Plan*, including results achieved in relation to the strategic indicators articulated in the *Council Plan*.

| Strategic Indicator  | Result | Comments  |
|--|--------|---|
| Satisfaction Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | 53     | Council is increasingly using deliberative engagement processes to improve community involvement in Council's decision-making process wherever possible and communicating decisions through various channels. |
| Health and safety  Animal management prosecutions  (Number of successful animal management prosecutions)   | 0      | No prosecutions were initiated during 2016 - 2017.  |

### **Major Initiatives**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-17 budget.

| Major Initiatives  | Progress  |
|--|---|
| Digital Transformation Project<br>Leader<br>(Actual: \$37,962 Budget: \$150,000) | Implementation of initiative commenced in second half of 2016-17 with the development of digital strategy underway. Initiative will continue into 2017-18 as part of the broader digital transformation program outlined in the 2017-18 budget. |
| Council System Improvements (Actual: \$5,889 Budget: \$132,000)                  | Budget and scope transferred and completed under the Solar Improvement Program (Council Civic Office) and scope progressing for the New Planning System Efficiency Improvements (refer theme 5 section).  |
| Business Improvement Officer (Actual: \$87,997 Budget: \$108,000)                | This business case role continues to deliver savings to Council in line with the long-term financial plan and budget. Remaining budget is carried forward into 2017-18.   |
| Activity Based Working Project (Actual: \$43,663 Budget: \$50,000)               | Implementation plan for activity based working under review. Budget of \$6,337 carried forward into 2017-18 to complete project.  |

### Services

|  | Net Cost                   |
|--|----------------------------|
| Description of Services Provided   | Amended Budget<br>Variance |
|  | \$'000                     |
| Councillors, Council Support & Executive Services  | 2,092                      |
| This area of <b>governance</b> includes the Mayor, Councillors, Chief Executive  | 0.400                      |
| Officer and Executive Management Team and associated support which cannot  | 2,186                      |
| be easily attributed to the direct service provision areas.  | 94                         |
| Information Services   | 2,211                      |
| This service includes two main sections, Information Technology (incl.   | ,                          |
| Geospatial Information systems) and Records Management. The Information  | 2,271                      |
| Technology area supports the organisations requirements for computer services (incl. provision, support, maintenance, licencing and infrastructure),   | 60                         |
| communications (fixed, mobile and data) and geospatial mapping facilities for council and external uses. The Records Management area manages document compliance (incl. creating, capturing, classifying and archival maintenance), and  |                            |
| processing of incoming and outgoing correspondence. The Information Services unit has the responsibility to support the organisation with a cost effective and efficient technology service which seeks to improve the performance of the organisation.  |                            |
| Corporate Planning   | 790                        |
| This service provides development of organisational policy, strategy, systems,   | 004                        |
| and support in the areas of corporate planning, community satisfaction data,   | 824                        |
| performance measurement and reporting.   | 34                         |
| Financial Management   | (2,535)                    |
| This service provides financial services to both internal and external customers of the organisation. The unit is responsible for ensuring that Council complies   | (507)                      |
| with its statutory obligations in regard to financial planning and reporting as well as provision of accounting services and management of Council funds. Duties   | 2,028                      |
| include managing creditors, payroll and financial reporting. The Financial Management unit plays an integral part in Council's long term financial planning processes, the formulation of Council's annual budget, and the regular reporting of Council's financial performance. This function also includes management of |                            |
| the raising and collection of Council's primary revenue source, rates and charges. Revenue in this area is generated mainly from pensioner rate concession and debt collection recoupments. The early receipt of half the 2017-18 grant commission (\$1.9m) in 2016-17 contributed to the annual variance.                 |                            |
| Risk Management and Legal Services   | 621                        |
| This service involves overseeing Council's risk management system, including   | 650                        |
| provision of support to the organisation in regard to managing risks, insurance policies and business continuity.  | <u>659</u>                 |
|  | 30                         |

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| People and Culture This service is responsible for supporting the organisation with strategic and  | 1,254                                   |
| operational human resources management and includes learning and development and occupational health and safety. The activities of the unit include developing and implementing strategies, policies and procedures that promote high level human resources and industrial relations services. The unit also supports the organisation in attracting new staff, retaining existing staff and the ongoing development of the skills within Council's work force.  |   |
| Communications and Community Engagement This service is responsible for coordinating Council communications, including   | 822                                     |
| liaising with media, formulating press releases, preparing publications and delivering digital communication. The unit also provides support to the Mayor and Councillors in regard to media matters. Council's community engagement activity is led and supported by the unit.  | <u>948</u><br>126                       |
| Customer Service This service is responsible for coordinating Council's front of house customer  | 595                                     |
| services activities, including attending to customer phone and face to face  | 620                                     |
| enquiries.   | 25                                      |
| Governance This service provides statutory and corporate support to the organisation in the  | 622                                     |
| This service provides statutory and corporate support to the organisation in the development and review of organisational policies and procedures, Council meeting administration, ensuring compliance with legislative requirements, managing Freedom of Information and privacy requests, procurement and contracts, Council property administration, legal services, maintenance of public registers, Council election services and management of delegations and authorisations.   | <u>635</u>                              |
| Development Compliance and Local Laws  This service includes animal management traffic management permits for  | 448                                     |
| This service includes animal management, traffic management, permits for footpath trading, local law enforcement and State Government agencies enforcement activities, Building development controls function and planning enforcement. This service provides staff at school crossings to ensure that all pedestrians are able to cross the road safely. It maintains and improves the health and safety of people, animals and the environment in Council by providing <a href="maintain">animal management</a> services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after-hours service and an emergency service. Revenue in this area is generated mainly from the issuance of infringement notices. | (20)                                    |
| This service leads Council's efforts to identify and implement business  | 289                                     |
| improvement opportunities in order to deliver financial, service and other benefits. In particular, realising financial gains is important to ensure Council can deliver and maintain the services and new infrastructure required by our growing community.   | (3)                                     |

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| Program Management Office  | 394                                     |
| This service provides leadership, analysis and support for Council's program of projects. This includes a standardised and integrated approach to project management across the organisation to ensure the successful delivery of Council's annual program. It has accountability for the successful management of all program management processes, systems and functions, including the Project Delivery Framework, Project Delivery Process and Program Status Report for all capital and operational projects. Project management costs are included in project budgets enabling resources to be scaled up and down with the changing size of the program. | <u>251</u><br>(143)                     |

### Theme 3: Communities

### Strategic Indicators

The following statement reviews the performance of Council against the *Council Plan*, including results achieved in relation to the strategic indicators articulated in the *Council Plan*.

| Strategic Indicator  | Result                             | Comments  |
|--|------------------------------------|---|
| Library Participation  Active library members (Percentage of the municipal population that are active library members)   | 19.43%                             | No comment provided as there is no material variation.  |
| Maternal and Child Health Participation  Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)   | 78.42%                             | No comment provided as there is no material variation.  |
| Maternal and Child Health Participation Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)                | 81.25%                             | Higher participation rates in the "8 months and under" key age and stage checks has contributed to the significant percentage increase for this reporting period. |
| Home and Community Care Participation  Participation in HACC service (Percentage of the municipal target population who receive a HACC service)  | Reporting<br>Ceased 1<br>July 2016 | Reporting on HACC ceased on 1 July 2016<br>due to the introduction of the<br>Commonwealth Government's NDIS and<br>CHSP programs                                  |
| Home and Community Care Participation  Participation in HACC service by CALD people  (Percentage of the municipal target population in relation to CALD people who receive a HACC service) | Reporting<br>Ceased 1<br>July 2016 | Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs   |

| Strategic Indicator  | Result | Comments   |
|--|--------|--|
| Food Health and Safety Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council) | 99.37% | From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.  No further comment provided as there is no material variation. |

### **Major Initiatives**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-17 budget.

| Major Initiatives          | Progress |
|----------------------------|----------|
| Not applicable for 2016-17 |          |

### Services

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| Recreation Planning  | 586                                     |
| This service provides a varied program of arts and cultural activities. Council develops policies and strategies to facilitate art practice often in partnership with community members. The function is also responsible for the provision of | 694<br>108                              |
| <b>library</b> services and manages a service agreement with the Geelong Regional Library. Library services are provided at Torquay and across the municipality with a mobile service.   |   |
| Library & Arts Development   | 816                                     |
| This service provides a varied program of arts and cultural activities. Council plans and develops arts and cultural infrastructure and develops policies and  | 838                                     |
| strategies to facilitate art practice. The function is also responsible for the provision of <u>library</u> services and manages a service agreement with the Geelong Regional Library. Library services are provided at Torquay and across    | 22                                      |
| the municipality with a mobile service.  |   |

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| Early Years This parties provides family oriented cuppert consises including kindergertens   | 499                                     |
| This service provides family oriented support services including kindergartens, toy libraries, maternal and child health, youth services, family day care, vacation and occasional care programs. The unit also supports playgroups, visiting specialists and through community engagement provision of access to facilities and services. Revenue in this area is generated mainly from   | <u>847</u><br>348                       |
| government grants received and user service fees.  |   |
| Positive Ageing This service provides a range of home and community care and social support  | 793                                     |
| This service provides a range of <b>home and community care</b> and social support services for older people and people with a disability to assist them to remain   | 973                                     |
| independent and active participants in the community. Services include inhome assessment, home delivered and community meals, in-home domestic respite and personal care, home maintenance and modifications, senior citizens, café style support programs, service coordination, and community development activities. Revenue in this area is generated mainly from government grants and user service fees.   | 180                                     |
| Community Emergency Management   | 611                                     |
| This service assists community and Council plan for, respond to and recover from all potential emergencies and their consequences. This includes   | 636                                     |
| coordinating arrangements for the utilisation and implementation of Council resources in response to emergencies and arrangements for the provision of assistance to the community during recovery from emergencies. The unit prepares and maintains fire and other emergency management plans integrated with other local, regional and state plans. The unit also delivers fire prevention programs under the CFA Act and community resilience outreach programs with high risk communities.   | 25                                      |
| Environmental Health  This service provides public and environmental health protection convices to the   | 427                                     |
| This service provides public and environmental health protection services to the community and ensures Council complies with its legislative duties. Services  | 489                                     |
| include: <u>food safety</u> - registration and monitoring compliance of food, accommodation, caravan parks and health (hairdressers, tattooist, beauty etc.) businesses; Inspection and issuing permits for wastewater treatment systems and septic tanks; Investigations of public health complaints such as nuisances, food safety, pest control, noise, emissions, odour, pollution, asbestos, water quality; Customer Services/Expert Advice on public and environmental health matters; Public health emergency response; and Childhood and School Immunisation Services. Revenue in this area is generated mainly from health registration fees. | 62                                      |
| Facilities and Open Space Operations   | 6,526                                   |
| This service maintains and renews a wide range of Council facilities and associated infrastructure (e.g. recreation, early years, public toilets, community  | 6,576                                   |
| halls). It is responsible for managing and programming several sports and multi-<br>purpose community facilities including <b>pool facilities</b> , which provide a source of<br>income through user fees. The unit also maintains and develops Council's parks<br>and open space assets (e.g. recreation reserves, playgrounds, skate parks,<br>trees, nature reserves).  | 50                                      |

### Theme 4: Infrastructure

### Strategic Indicators

The following statement reviews the performance of Council against the *Council Plan*, including results achieved in relation to the strategic indicators articulated in the *Council Plan* 

| Strategic Indicator  | Result | Comments   |
|--|--------|--|
| Roads Satisfaction  Satisfaction with sealed local roads   | 61     | No comment provided as there is no material variation. |
| (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) |        |  |

### **Major Initiatives**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-17 budget.

| Major Initiatives  | Progress   |
|--|--|
| Street Light Upgrade Program (Actual: \$146,688 Budget: \$200,000) | The Street Light Upgrade Program has a \$200,000 budget (\$100,000 from 2015-16 and \$100,000 from 2016-17). These funds are currently being utilised to upgrade existing street lighting to LED. The remaining budget will be carried forward into 2017-18 to complete remaining scope. |

### Services

| Description of Services Provided  | Net Cost<br><u>Amended Budget</u><br>Variance<br>\$'000 |
|---|---|
| Gherang Gravel Pits Revenue in this service area relates to gravel pit royalties. Expenditure relating to this service relates to Crown royalty and leasing costs, maintenance, management and associated fees. | (404)<br>(284)<br>120                                   |
| Civil Works  This service is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed <u>road</u> network, ensuring that it can                                  | 4,081<br>3,768  |

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| support day-to-day activities including businesses moving customers, supplies and products across the Shire. The Civil Works team also maintains drains and footpaths and other civil infrastructure. In undertaking these responsibilities, the unit is also required to source and manage contracting services to assist with the completion of works, regularly review the standard and cost of materials, and to keep up to date with improved work practices. | (313)                                   |
| Assets Management  | (507)                                   |
| This service is responsible for integrated and prioritised capital works planning.  This includes development and implementation of asset management plans for   | (314)                                   |
| planning for the expansion of Council's asset portfolio for the needs of a growing population, as well as planning the renewal management of Council's existing Infrastructure. In addition the function manages and maintains Council's fleet portfolio.  | 193                                     |
| Engineering Services   | 913                                     |
| This service is responsible for the design of traffic and drainage infrastructure projects as well as subdivision design approval and works inspections. They  | <u>965</u>                              |
| also manage traffic management, street lighting and bus shelters throughout the Shire. Revenue in this area is generated mainly from government grants received and user service fees.   | 52                                      |

### Theme 5: Development and Growth

### **Strategic Indicators**

The following statement reviews the performance of Council against the *Council Plan*, including results achieved in relation to the strategic indicators articulated in the *Council Plan*.

| Strategic Indicator   | Result | Comments   |
|---|--------|--|
| Statutory Planning Decision Making  Council planning decisions upheld at VCAT  (Percentage of planning application decisions subject to review by VCAT and that were not set aside) | 80.95% | No comment provided as there is no material variation. |

### **Major Initiatives**

The following statement reviews the progress of Council in relation to major initiatives identified in the 2016-17 budget.

| Major Initiatives                                   | Progress   |
|---|--|
| New Planning System – Efficiency & Service Delivery | Project implementation is progressing with works expected to be completed during 2017- |
| (Actual: \$104,461.69 Budget: \$201,215)            | 18.  |

### Services

| Description of Services Provided  | Net Cost Amended Budget Variance \$'000 |
|---|---|
| Planning and Development  | 1,722                                   |
| This service is responsible for building and strategic and <b>statutory planning</b> . It includes processing all planning applications, providing advice and assessing   | 1,893                                   |
| development proposals which require a planning permit, and representing Council at the Victorian Civil and Administrative Tribunal where necessary. It is also responsible for monitoring Council's planning scheme, developing land use policy and preparing and processing amendments to the Planning Scheme. Review of policies and strategies relating to urban design issues are also processed under this function. Revenue in this area is generated mainly from government grants received and user service fees. | 171                                     |
| Economic Development and Tourism  | 1,676                                   |
| The Economic Development and Tourism service is responsible for business engagement and support, grants administration, tourism marketing, visitor  | 1,840                                   |

| Description of Services Provided   | Net Cost Amended Budget Variance \$'000 |
|--|---|
| centres, event facilitation and the Australia National Surfing Museum. It includes supporting existing business, attracting new business, providing economic data, grants administration, developing business profiles and contributing to local trader groups. Tourism development functions include promoting the conference market, product development and marketing and funding Great Ocean Road Regional Tourism. The service also facilitates a range of small to internationally recognised events via our event liaison team and provides an event grants funding program. Four visitor centres and the Australian National Surfing Museum service and distribute information to visitors. Revenue in this area is generated mainly from Museum and Visitor Information Centre sales. | 164                                     |

### **Developer Contribution Plans**

### **Torquay Jan Juc Developer Contributions Plan**

### Background

In response to development pressures, Surf Coast Shire Council prepared the Torquay-Jan Juc Developer Contribution Plan (DCP) to plan and deliver infrastructure needed by the community. At its Ordinary Council Meeting on 25 May 2011, Council adopted Amendment C57 to the *Surf Coast Shire Planning Scheme* to include the DCP. Council has also considered its need to make contributions to the DCP. These contributions are incorporated into Council's Long-Term Financial Plan.

The DCP is designed to establish the strategic delivery of infrastructure required for the future growth of Torquay and Jan Juc. It notes that urban development will demand and make use of many infrastructure items over time, including road, pathway, open space and community facility projects. The cost of these will be significant.

As development in Torquay and Jan Juc progresses, each developer is required to build onsite infrastructure, generally through site-specific permit conditions. In addition, there are offsite or shared works which also need to be constructed. These infrastructure projects include a series of road, pathway, open space and community facility projects that will be shared by a number of developments, as well as the existing community.

The purpose of this DCP is to ensure that the cost of providing new infrastructure is shared between developers and the wider community on a fair and reasonable basis. Fairness requires that costs be apportioned according to share of usage of the required infrastructure. Projects will be funded by a combination of developer levies, Council funds and, where possible, grant contributions.

### Overview

The Torquay-Jan Juc DCP includes 45 projects; 38 on Council-owned or managed land and seven on land managed by the Great Ocean Road Coast Committee (GORCC). Council is the collection agency for all projects, including those on GORCC land.

### Status

As at 30 June 2017, of the 38 projects to be delivered by Council, 9 projects had been completed, 18 were in progress and 11 were yet to commence.

| Agency           | Status      | 30 June 2015 | 30 June 2016 | 30 June 2017 |
|------------------|-------------|--------------|--------------|--------------|
| Council Projects | Not Started | 16           | 15           | 11           |
|                  | In Progress | 15           | 14           | 18           |
|                  | Completed   | 7            | 9            | 9            |
| GORCC Projects   | Not Started | 4            | 1            | 0            |
|                  | In Progress | 1            | 3            | 3            |
|                  | Completed   | 2            | 3            | 4            |

Total developer contributions received to 30 June 2017: \$4,770,561.43

The following table shows Council expenditure on DCP Projects to 30 June 2017.

| Funding Source                | Delivery as at 30 June 2016 | 2016-17<br>Expenditure | Delivery as at 30 June 2017 |
|-------------------------------|-----------------------------|------------------------|-----------------------------|
| Council Funds                 | \$5,332,111                 | \$4,990,397            | \$10,322,508                |
| Developer Contributions       | \$943,949                   | \$1,191,304            | \$2,135,253                 |
| Grants or Other Contributions | \$10,014,151                | \$491,504              | \$10,505,655                |
| Total Project Expenditure     | \$16,290,211                | \$6,673,205            | \$22,963,416                |

### **Briody Drive West Upgrade Developer Contributions Plan**

### **Background**

The Torquay Jan Juc Structure Plan 2007 promotes the redevelopment of the Briody low-density residential estate to conventional residential densities. The eastern part of this estate has already been rezoned and partially redeveloped. As part of this rezoning, Briody Drive needs to be upgraded to full seal with kerb and channel between Messmate Road and Illawong Drive. This infrastructure upgrade is not included in the Torquay Jan Juc Developer Contributions Plan

### Overview

The Briody Drive West Upgrade DCP was gazetted in December 2012 and will collect levies for the sole purpose to finance part of the upgrade of Briody Drive West, between Illawong Drive and Messmate Road, Torquay.

### Status

As at 30 June 2017, development had not commenced in the area and the project had not been delivered.

## Annexure MINISTERIAL REPORTING REQUIREMENTS

| agie 1 - 10tal OCF levies levelved in 2010/17 | (a) many in issue at \$100 miles of hearing and an area in |
|---|--|
| quay/Jan Juc DCP, approved 2011               | Levies received in 2010/14 intention year (5) 590,904      |
| ody Drive West Upgrade DCP, approved 2012     | •  |
| Total   | 590,904  |

| Table 2 - DCP land, works, services of facilities accepted as works-in-kind in 2016/17                | ccepted as works-in-kind in 2016/1/                |                                   |                      |            |
|---|--|-----------------------------------|----------------------|------------|
| DCP name and year approved  | Project Description                                | Item Purpose                      |                      | Project V. |
| ditiesa   | ccepted as works-in-kind in 2016/17                |                                   |                      |            |
| Total   |  |                                   |                      |            |
| Table 3 - Total DCP contributions received and expended to date (for DCPs opproved after 1 June 2016) | xpended to date ( <i>for DCPs approved after 1</i> | June 2016)                        |                      |            |
|   |  |                                   | Total DCP            |            |
| become and seed become and  | Total lander Dunnahad (6)                          | Total Works-in-Kind Contributions | Contributions        |            |
| not traine and kear approved  | Total review Experiments)                          | Accepted (\$)                     | received (levies and |            |
|   |  |                                   | works-in-kind) (5)   |            |
| NIL - No DCP's approved after 1 June 2016   |  |                                   |                      |            |

| Table 4 - Land, works, services or facilities | Table 4 - Land, works, services or facilities delivered in 2016/17 from DCP levies Collected |                            |                                |  |                             |                                  |                         |
|---|--|----------------------------|--------------------------------|--|-----------------------------|----------------------------------|-------------------------|
| DCP name and year approved                    | Project Description  | DCP funds expended<br>(\$) | Works-in-Kind<br>Accepted (\$) | Council's Contribution Other Contributions (5) | Other Contributions<br>(\$) | Total Project<br>Expenditure (5) | Percentage of delivered |
| Torquay/Jan Juc DCP, approved 2011            | Civic precinct active recreation facilities  |                            |                                | 1,549,974                                      |                             | 1,549,974                        | 73%                     |
| Torquay/Jan Juc DCP, approved 2011            | Upgrade Deep Greek linear reserve  |                            |                                | 22,197   | •                           | 22,197                           | 11%                     |
| Torquay/Jan Juc DCP, approved 2011            | Construct pathways through the Torquay<br>North open space network                           |                            |                                | 45,323   |                             | 45,323                           | 27%                     |
| Torquay/Jan Juc DCP, approved 2011            | Upgrade Grass Tree Park  |                            | •                              | 21,562   | •                           | 21,562                           | 23%                     |
| Torquay/Jan Juc DCP, approved 2011            | Construct regional bike route (2) through<br>Torquay   |                            |                                | 28,086   |                             | 28,086                           | 97/6                    |
| Torquay/Jan Juc DCP, approved 2011            | Construct an Early Leaming Centre in<br>Torquay North  | 159,825                    |                                | 2,810,528                                      |                             | 2,970,353                        | 35%                     |
| Torquay/Jan Juc DCP, approved 2011            | Surf Coast Highway / South Beach Rd<br>intersection upgrade                                  | 800,000                    |                                |  |                             | 800,000                          | 43%                     |
| Torquay/Jan Juc DCP, approved 2011            | Civic precinct active recreation facilities  |                            | •                              | 477,129  | 21,750                      | 498,879                          | 72%                     |
| Torquay/Jan Juc DCP, approved 2011            | Upgrade Jan Juclinear reserve  |                            | •                              | 8,500  |                             | 8,500                            | 29%                     |
| Torquay/Jan Juc DCP, approved 2011            | Construct a 3 court stadium in the Torquay North CCP   | ٠                          |                                | 17,561   |                             | 17,561                           | %0                      |
| Torquay/Jan Juc DCP, approved 2011            | Horsehoe Bend / South Beach Road intersection upgrade  | 6,855                      |                                |  | 169,754                     | 176,609                          | 45%                     |
| Torquay/Jan Juc DCP, approved 2011            | Upgrade Bells Beach recreation reserve   |                            |                                | 9,537  |                             | 55,763                           | 96%                     |
| Torquay/Jan Juc DCP, approved 2011            | Construct regional bike route (1) through<br>Torquay   | 24,225                     |                                | •  |                             | 24,225                           | 9855                    |
| Torquay/Jan Juc DCP, approved 2011            | Widen Coombes Road   | 60,800                     |                                |  |                             | 60,800                           | 1%                      |
| Torquay/Jan Juc DCP, approved 2011            | Surf Coast Highway / Beach Rd intersection<br>upgrade  | 139,599                    |                                | •  |                             | 139,599                          | 11%                     |
| Torquay/Jan Juc DCP, approved 2011            | Construct regional bike route (1) through<br>Torquay   | ٠                          |                                | •  | 300,000                     | 300,000                          | 9689                    |
|   |  |                            |                                |  |                             |                                  |                         |

SURF COAST SHIRE ANNUAL REPORT 2016-17

### **Financial Performance Report**

Financial Statements

Certification of Financial Statements

VAGO Audit Opinion – Financial Statements

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# SURF COAST SHIRE COUNCIL ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2017

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# Comprehensive Income Statement For the Year Ended 30 June 2017

|   | Note           | 2017     | 2016    |
|---|----------------|----------|---------|
| Variance.   |                | \$'000   | \$'000  |
| Income  |                | 47.047   | 45 777  |
| Rates and charges   | 3              | 47,847   | 45,777  |
| Statutory fees and fines  | 4              | 1,706    | 1,297   |
| User fees   | 5              | 6,226    | 5,605   |
| Grants - operating  | 6              | 9,921    | 5,848   |
| Grants - capital  | 6              | 3,236    | 4,202   |
| Contributions - monetary  | 7              | 3,532    | 3,170   |
| Contributions - non monetary  | 7<br>9         | 10,718   | 9,970   |
| Other income  | 9              | 1,874    | 1,329   |
| Total income  |                | 85,060   | 77,198  |
| Expenses  |                |          |         |
| Employee costs  | 10             | (27,815) | (26,317 |
| Materials and services  | 11             | (24,740) | (20,399 |
| Bad and doubtful debts  | 12             | (146)    | (518    |
| Depreciation  | 13             | (10,994) | (10,629 |
| Borrowing costs   | 14             | (1,077)  | (1,122  |
| Net loss on disposal of property, infrastructure, plant and equipment       | 8              | (2,115)  | (1,405  |
| Share of net losses of Geelong Regional Library Corporation                 | 16             | (80)     | (43     |
| Other expenses  | 15             | (1,121)  | (1,050  |
| Total expenses  | _              | (68,088) | (61,483 |
| Surplus for the year  | -              | 16,972   | 15,715  |
| Other comprehensive income  |                |          |         |
| Items that will not be reclassified to surplus or deficit in future periods |                |          |         |
| Net asset revaluation increment/(decrement)                                 | 29(a)          | 44,851   | 58,271  |
| Total comprehensive result  | 1400 (140 to 1 | 61,823   | 73,986  |

The above comprehensive income statement should be read in conjunction with the accompanying notes.

# Balance Sheet As at 30 June 2017

|   | Note | 2017    | 2016    |
|---|------|---------|---------|
|   |      | \$'000  | \$'000  |
| Assets  |      |         |         |
| Current assets                                      |      |         |         |
| Cash and cash equivalents                           | 17   | 2,414   | 6,977   |
| Other financial assets                              | 18   | 36,380  | 23,600  |
| Trade and other receivables                         | 19   | 3,843   | 2,577   |
| Inventories   | 20   | 270     | 232     |
| Non-current assets classified as held for sale      | 21   |         | 281     |
| Other assets  | 22   | 562     | 654     |
| Total current assets                                | _    | 43,469  | 34,321  |
| Non-current assets                                  |      |         |         |
| Trade and other receivables                         | 19   | 68      | 125     |
| Investments in Geelong Regional Library Corporation | 16   | 457     | 537     |
| Other financial assets                              | 18   | -       | 1,000   |
| Property, infrastructure, plant and equipment       | 23   | 516,322 | 456,885 |
| Total non-current assets                            |      | 516,847 | 458,547 |
| Total assets  | _    | 560,316 | 492,868 |
| Liabilities   |      |         |         |
| Current liabilities                                 |      |         |         |
| Trade and other payables                            | 24   | 6,619   | 3,172   |
| Trust funds and deposits                            | 25   | 2,651   | 1,672   |
| Provisions  | 26   | 6,028   | 8,033   |
| Interest-bearing loans and borrowings               | 27   | 675     | 628     |
| Other Liabilities                                   | 28   | 137     | 85      |
| Total current liabilities                           | -    | 16,110  | 13,590  |
| Non-current liabilities                             |      |         |         |
| Provisions  | 26   | 11,648  | 11,986  |
| Interest-bearing loans and borrowings               | 27   | 14,262  | 14,936  |
| Total non-current liabilities                       | ,    | 25,910  | 26,922  |
| Total liabilities                                   |      | 42,020  | 40,512  |
| Net assets  |      | 518,296 | 452,356 |
| Equity  |      |         |         |
| Accumulated surplus                                 |      | 204,291 | 187,235 |
| Revaluation reserves                                | 29   | 281,200 | 236,349 |
| Other reserves                                      | 29   | 32.805  | 28,772  |
| Total Equity  |      | 518,296 | 452,356 |

The above balance sheet should be read in conjunction with the accompanying notes.

# Statement of Changes in Equity For the Year Ended 30 June 2017

|  | Note    | Total   | Accumulated<br>Surplus | Revaluation<br>Reserves | Other<br>Reserves |
|--|---------|---------|------------------------|-------------------------|-------------------|
| 2017   |         | \$'000  | \$'000                 | \$'000                  | \$'000            |
| Balance at beginning of the financial year         |         | 452,356 | 187,235                | 236,349                 | 28,772            |
| Adjustment to opening accumulated surplus: Recogni | tion of |         |                        |                         |                   |
| previously unrecognised Land assets *              |         | 4,117   | 4,117                  |                         |                   |
| Surplus for the year                               |         | 16,972  | 16,972                 |                         |                   |
| Net asset revaluation increment                    | 29(a)   | 44,851  |                        | 44,851                  |                   |
| Transfers to other reserves                        | 29(b)   | -       | (32,511)               | 7.e-                    | 32,511            |
| Transfers from other reserves                      | 29(b)   |         | 28,478                 |                         | (28,478)          |
| Balance at end of the financial year               |         | 518,296 | 204,291                | 281,200                 | 32,805            |

| 2016                                       |       | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserves<br>\$'000 | Other<br>Reserves<br>\$'000 |
|--|-------|-----------------|----------------------------------|-----------------------------------|-----------------------------|
| Balance at beginning of the financial year |       | 378,571         | 176,720                          | 178,078                           | 23,773                      |
| Adjustment to opening accumulated surplus  |       | (201)           | (201)                            |                                   | 353                         |
| Surplus for the year                       |       | 15,715          | 15,715                           |                                   | -                           |
| Net asset revaluation Increment            | 29(a) | 58,271          |                                  | 58,271                            |                             |
| Transfers to other reserves                | 29(b) | -               | (19,574)                         | *                                 | 19,574                      |
| Transfers from other reserves              | 29(b) | -               | 14,575                           |                                   | (14,575)                    |
| Balance at end of the financial year       |       | 452,356         | 187,235                          | 236,349                           | 28,772                      |

<sup>\*</sup> As these Land assets relate to existing assets not previously recognised, corrections were made to the balance of accumulated surplus for the year ended 30 June 2017.

# Statement of Cash Flows For the Year Ended 30 June 2017

| Note | \$'000   | \$'000   |
|------|----------|--|
|      |          |  |
|      |          |  |
|      | 47,733   | 46,437   |
|      | 1,700    | 1,690  |
|      | 6,538    | 6,176  |
|      | 10,269   | 6,013  |
|      | 3,375    | 4,365  |
|      | 3,532    | 3,170  |
|      | 1,800    | 1,383  |
|      | 6,534    | 6,112  |
|      | 2,063    | 2,589  |
|      | (27,357) | (26,566)   |
|      | (29,131) | (25,141)   |
|      | (5,555)  | (5,762)  |
| 30   | 21,501   | 20,466   |
|      |          |  |
| 23   | (13,275) | (13,519)   |
| 8    | 696      | 484  |
|      | (72,880) | (56,800)   |
|      | 61,100   | 52,450   |
| _    | (24,359) | (17,385)   |
|      |          |  |
|      | (1,078)  | (1,121)  |
| c-   | (627)    | (585)  |
| -    | (1,705)  | (1,706)  |
|      | (4,563)  | 1,375  |
|      | 6,977    | 5,602  |
| 17   | 2,414    | 6,977  |
|      | 23 8     | 3,375 3,532 1,800 6,534 2,063 (27,357) (29,131) (5,555) 30 21,501  23 (13,275) 8 696 (72,880) 61,100 (24,359)  (1,078) (627) (1,705) (4,563) 6,977 |

The above statement of cash flow should be read in conjuction with the accompanying notes.

| Statement of Capital Works   | 3   |
|------------------------------|-----|
| For the Veer Ended 20 June 2 | 017 |

| For the Year Ended 30 June 2017                |        |  |
|--|--------|--|
| Note   | 2017   | 2016                                     |
|  | \$'000 | \$'000                                   |
| Property                                       |        |  |
| Land   |        | 500                                      |
| Total land                                     | 5      | 500                                      |
| Buildings                                      | 3,193  | 1,631                                    |
| Total buildings                                | 3,193  | 1,631                                    |
| Total property                                 | 3,198  | 2,131                                    |
| Plant and equipment                            |        |  |
| Plant, machinery and equipment                 | 1,111  | 1,262                                    |
| Fixtures, fittings, and furniture              | 37     | 20                                       |
| Computers and telecommunications               | 245    | 190                                      |
| Total plant and equipment                      | 1,393  | 1,472                                    |
| Infrastructure                                 |        |  |
| Roads  | 4,169  | 4,222                                    |
| Bridges  | 14     | 76                                       |
| Footpaths and cycleways                        | 477    | 780                                      |
| Drainage and sewerage                          | 647    | 752                                      |
| Recreational, leisure and community facilities | 1,736  | 2,757                                    |
| Parks, open space and streetscapes             | 1,359  | 1,095                                    |
| Off street car parks                           | 94     | 235                                      |
| Total infrastructure                           | 8,496  | 9,917                                    |
| Total capital works expenditure                | 13,087 | 13,520                                   |
| Represented by:                                |        |  |
| New asset expenditure                          | 6,420  | 6,218                                    |
| Asset renewal expenditure                      | 4,806  | 5,568                                    |
| Asset expansion expenditure                    | 496    | 418                                      |
| Asset upgrade expenditure                      | 1,365  | 1,316                                    |
| Total capital works expenditure                | 13,087 | 13,520                                   |
|  |        | 1. |

The above statement of capital works should be read in conjuction with the accompanying notes.

# Notes to the Financial Report For the Year Ended 30 June 2017

## Introduction

The Surf Coast Shire was established by an Order of the Governor in Council on 9 March 1994 and is a body corporate. The Council's main office is located at 1 Merrijig Drive, Torquay.

#### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

#### Note 1 Significant accounting policies

## (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (I))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (m))
- the determination of employee provisions (refer to note 1 (r) )
- the determination of landfill provision (refer to note 1(s) )

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

# (b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

# (c) Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full. The following special committees <u>are not</u> included in this financial report as their aggregate income is immaterial and they prepare their own financial reports separately:

Deans Marsh Public Hall and Memorial Park Committee of Management
Stribling Reserve Committee of Management
Anderson Roadknight Reserve Committee of Management
Eastern Reserve Committee of Management
Modewarre Memorial Hall and Reserve Committee of Management
Connewarre Reserve Committee of Management
Globe Theatre Committee of Management
Anglesea Bike Park

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 1 Significant accounting policies (cont.)

# (d) Accounting for investments in associates and joint arrangements

#### Associates

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

### (e) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

## Rates and Charges

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

#### Statutory fees and fines

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

#### User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

#### Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

# Contributions

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

# Sale of property, infrastructure, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

# Interest

Interest is recognised as it is earned.

# Other Income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

## Notes to the Financial Report For the Year Ended 30 June 2017

## Note 1 Significant accounting policies (cont.)

#### (f) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained in addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

## (g) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

# (h) Trade and other receivables

Receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

# (i) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

# (i) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where Inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

# (k) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

## Notes to the Financial Report For the Year Ended 30 June 2017

## Note 1 Significant accounting policies (cont.)

# Recognition and measurement of property, plant and equipment, infrastructure, intangibles Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits detailed in Note 1 (m) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

#### Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 23 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

# Land under roads

Land under roads acquired after 30 June 2008 is brought to account using a cost basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

# (m) Depreciation of property, infrastructure and plant and equipment

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Straight line depreciation is charged based on the residual useful life as determined each year, apart from the plant and machinery class which is reducing balance.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated

# Notes to the Financial Report For the Year Ended 30 June 2017

# Note 1 Significant accounting policies (cont.)

# (m) Depreciation property, infrastructure and plant and equipment (cont'd)

| Asset recognition thresholds and   | depreciation periods | Depreciation<br>Period | Threshold<br>Limit<br>\$'000 |
|--|----------------------|------------------------|------------------------------|
| Heritage Buildings   |                      | 100 - 150 year         | 1                            |
| Buildings - Complex  | Structure            | 100 years              | 1                            |
| Samuel Sa | Roof                 | 50 years               | 1                            |
|  | Fit Out              | 25 years               | 1                            |
|  | Services             | 20 years               | 1                            |
| Buildings - Simple   |                      | 40 years               | 1                            |
| Plant, machinery and equipment   |                      | 2 - 15 years           | 1                            |
| Fixtures, fittings and furniture   |                      | 3 - 10 years           | 1                            |
| Computers and telecommunication  | ns                   | 3 - 10 years           | 1                            |
| Sealed Road Pavements  | High Traffic         | 90 years               | 1                            |
|  | Low Traffic          | 100 years              | 1                            |
|  | Concrete             | 40 years               | 1                            |
| Unsealed Road Pavements  |                      | 16 years               | 1                            |
|  | High Traffic         | 20 - 25 years          | 1                            |
|  | Low Traffic          | 15 - 18 years          | 1                            |
| Seals  | Spray Seal           | 25 - 30 years          | 1                            |
|  | Asphalt              | 70 years               | 1                            |
| Road Kerb and Channel  |                      | 25 - 80 years          | 1                            |
| Bridges and Major Culverts   | Timber Bridges       | 40 years               | 1                            |
|  |                      | 80 - 140               | 1.                           |
|  | Other Bridges        | years                  |                              |
| Footpaths and Cycleways  | Concrete             | 65 years               | 1                            |
|  | Asphalt              | 30 years               | 1                            |
|  | Brick                | 50 years               | 1                            |
|  | Gravel               | 20 years               | 1                            |
|  |                      | 80 - 150               | 1                            |
| Drainage and Sewerage  | Drainage             | years                  | *                            |
|  | Sewerage             | 80 years               | 1                            |
|  | Septic Tanks         | 30 years               | 1                            |
| Recreation, leisure and communi  | ty facilities        | 10 - 40 years          | 1                            |
| Parks, Open Spaces and streets   | · ·                  | 10 - 50 years          | 1                            |
| Off Street car parks   | Sealed Pavement      | 100 years              | 1                            |
|  | Unsealed Pavement    | 20 years               | 1                            |
|  | Sealed Pavement      | 15 - 30 years          | 1                            |

# (n) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

# (o) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 1 Significant accounting policies (cont.)

#### (p) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 25).

## (q) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

#### Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts and interest on borrowings.

#### (r) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

### Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

# Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value component that is not expected to be wholly settled within 12 months.
- nominal value component that is expected to be wholly settled within 12 months.

# Classification of employee costs

Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

# (s) Landfill rehabilitation provision

Council is obligated to restore the Anglesea site to a particular standard. The forecast life of the Anglesea site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

### Notes to the Financial Report For the Year Ended 30 June 2017

## Note 1 Significant accounting policies (cont.)

#### (t) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

#### (u) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

#### (v) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that that right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed at Note 35 Contingent Liabilities and Contingent Assets.

## (w) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

# (x) Pending accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2019/20)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

# Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a number of operating leases that will be impacted as a result of this change. This will see assets and liabilities of approximatly \$1,157,000 recognised.

Income for Not-for-Profit entities (AASB 1058) (applies 2019/20)

Where a transaction does not meet the requirements to be accounted for under AASB 15 Council will need to assess whether the transaction should be accounted for under AASB 1058. It is expected that Council will need to recognise its volunteer services and consider performance obligations on future grants received.

# (y) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 14th June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

# a) Income and Expenditure

| a) income and expenditure   | 40.000 |        |          |     |
|---|--------|--------|----------|-----|
|   | Budget | Actual | Variance |     |
|   | 2017   | 2017   | 2017     |     |
|   | \$'000 | \$'000 | \$'000   | Ref |
| Income  |        |        |          |     |
| Rates and charges   | 47,837 | 47,847 | 10       |     |
| Statutory fees and fines  | 1,525  | 1,706  | 181      | 1   |
| User fees   | 5,771  | 6,226  | 455      | 2   |
| Grants - operating  | 7,526  | 9,921  | 2,395    | 3   |
| Grants - capital  | 2,509  | 3,236  | 727      | 4   |
| Contributions - monetary  | 2,693  | 3,532  | 839      | 5   |
| Contributions - non monetary  | 7,840  | 10,718 | 2,878    | 6   |
| Other income  | 792    | 1,874  | 1,082    | 7   |
| Total income  | 76,493 | 85,060 | 8,567    |     |
| Expenses  |        |        |          |     |
| Employee costs  | 27,567 | 27,815 | (248)    | 8   |
| Materials and services  | 26,237 | 24,740 | 1,497    | 9   |
| Bad and doubtful debts  | 79     | 146    | (67)     | 10  |
| Depreciation  | 11,338 | 10,994 | 344      | 11  |
| Borrowing costs   | 1,077  | 1,077  |          |     |
| Net loss on disposal of property, infrastructure, plant and equipment | 1,326  | 2,115  | (789)    | 12  |
| Share of net losses of Geelong Regional Library Corporation           | 14     | 80     | (80)     |     |
| Other expenses  | 1,103  | 1,121  | (18)     |     |
| Total expenses  | 68,727 | 68,088 | 639      |     |
| Surplus for the year  | 7,766  | 16,972 | 9,206    |     |

# Notes to the Financial Report For the Year Ended 30 June 2017

# (i) Explanation of material variations

|                 | (,) =   |   |
|-----------------|---|---|
| Variance<br>Ref | Item  | Explanation   |
| 1               | Statutory fees and fines (income)   | Planning Fees higher than budgeted mainly due to increasing fees and higher number of applications \$155k, Other Statutory fees higher than budget mainly due to higher election fines received from the VEC and higher number of subdivision applications \$99k, partially offset by fines and penalty revenue lower than budgeted due to lower resourcing than budgeted in the local laws area (\$73k)  |
| 2               | User Fees   | Waste and Recycling charges higher than budget due to higher drop-off rates at transfer stations \$428k, higher Gravel Pit royalties due to increased gravel extraction \$101k, lower other user charges (\$74k) mostly related to aged and family services.  |
| 3               | Grants - Operating  | Early Receipt of 50% of the Victorian Grants Commission 2017/18 allocation \$1,915k, higher aged and family services grants \$378k, higher kindergarten grants \$134k, lower other grants (\$32k).  |
| 4               | Grants - Capital  | Additional Grant Funds received, made up of \$286k transport projects, \$205k recreation Projects, \$203k building projects, and \$33k for other projects.  |
| 5               | Contributions - monetary  | Contributions and recoupments to projects higher than budgeted, made up of: Merrijig Drive Construction \$400k, Anglesea Bowls Club \$250k, Powercor Road Reinstatements \$239k, Spring Creek Precinct Structure Plan \$175k, Regional Motorcycle facility \$100k, and other project related Contributions and recoupments \$138k. Operating contributions and recoupments lower than budget due to lower subdivider contributions (\$659k), partially offset by higher recoupment of valuation fees from the State Revenue Office \$118k, and higher other contributions \$78k.  |
| 6               | Contributions - non monetary  | Higher contributed assets from developers due to increased development activity \$2,878k.   |
| 7               | Other Income  | Higher other income due to Landfill Rehabilitation Provision adjustment \$853k, higher interest revenue earned on investments \$383k, interest on property rates budgeted as other income now reflected in rates and charges (\$145k), and lower other income (\$9k)  |
| 8               | Employee costs  | Higher internal project managment costs on operational projects (\$251k) which was budgeted entirely in capital projects, higher expensed labour on capital projects (\$119k), partially offset by lower training costs \$105k, lower workcover premium \$82k, and lower other costs \$20k  |
| 9               | Materials and services  | Project spend lower than budgeted \$1,189k, mainly due to delayed project spend (Municipal Emergency Program \$200k, Council Systems Improvements \$195k, Environmental Initiatives \$191k, Land Remediation \$88k, Coastal Management Plan implementation \$60k, and Torquay Jan Juc DCP Review \$55k), and lower project spend than budgeted (Regional Motorcycle facility \$90k, Project Contingency \$70k). Plus, Operating spend lower than budgeted \$296k, due to lower debt collection costs \$143k (partially offset by lower revenue), lower grants and contributions expended \$98k, lower revaluation costs \$94k, lower fuel costs \$81k, lower software costs \$79k, and other costs lower than budgeted \$150k, partially offset by higher Contractor costs (\$349k) - mainly in Open Space and Facilities (\$167k), Waste Operations (\$110k) |
| 10              | Bad and doubtful debts  | Bad debts higher than budgeted due to procedural review of aged infringement debtors  |
| 11              | Depreciation  | Lower depreciation on Footpaths and Cycleways resulting from asset revaluations in 2015/16 \$222k, lower depreciation on Plant and Equipment due to delay in purchasing of assets \$173k, and lower depreciation on Open Space Assets \$141k and Information Technology Assets \$100k, partially offset by higher depreciation on buildings (\$135k) and drainage assets (\$102k) due to asset revaluations, and higher depreciation on other asset categories (\$55k).   |
| 12              | Net loss on<br>disposal of<br>property,<br>infrastructure, plant<br>and equipment | Higher Asset Write offs (\$1,162k) mainly due to asset upgrade and renewal projects, partially offset by higher gains from sale of equipment \$347k, and sale of land \$26k   |

# Notes to the Financial Report For the Year Ended 30 June 2017

| b) Capital Works                               |        |        |          |     |
|--|--------|--------|----------|-----|
|  | Budget | Actual | Variance |     |
|  | 2017   | 2017   | 2017     |     |
|  | \$'000 | \$'000 | \$'000   | R   |
|  |        |        |          |     |
| Property                                       |        |        |          |     |
| Land   | 850    | 5      | (845)    | -   |
| Total Land                                     | 850    | 5      | (845)    |     |
| Buildings                                      | 3,587  | 3,193  | (394)    | 2   |
| Total Buildings                                | 3,587  | 3,193  | (394)    |     |
| Total Property                                 | 4,437  | 3,198  | (1,239)  |     |
| Plant and Equipment                            |        |        |          |     |
| Plant, machinery and equipment                 | 1,074  | 1,111  | 37       |     |
| Fixtures, fittings and furniture               | 20     | - 37   | 17       |     |
| Computers and telecommunications               | 450    | 245    | (205)    | - 3 |
| Total Plant and Equipment                      | 1,544  | 1,393  | (151)    |     |
| Infrastructure                                 |        |        |          |     |
| Roads  | 5,791  | 4,169  | (1,622)  | - 1 |
| Bridges  | 45     | 14     | (31)     |     |
| Footpaths and cycleways                        | 483    | 477    | (6)      |     |
| Drainage and Sewerage                          | 650    | 647    | (3)      |     |
| Recreational, leisure and community facilities | 912    | 1,736  | 824      |     |
| Parks, open space and streetscapes             | 3,274  | 1,359  | (1,915)  |     |
| Off street car parks                           |        | 94     | 94       |     |
| Total Infrastructure                           | 11,155 | 8,496  | (2,659)  |     |
| Total Capital Works Expenditure                | 17,136 | 13,087 | (4,049)  |     |
| Represented by:                                |        |        |          |     |
| New asset expenditure                          | 7,586  | 6,420  | (1,166)  |     |
| Asset renewal expenditure                      | 5,854  | 4,806  | (1,048)  |     |
| Asset expansion expenditure                    |        | 496    | 496      |     |
| Asset upgrade expenditure                      | 3,696  | 1,365  | (2,331)  |     |
| Total Capital Works Expenditure                | 17,136 | 13.087 | (4,049)  |     |

The budget has been realigned to include contingency allocation of the capital works program.

# Notes to the Financial Report For the Year Ended 30 June 2017

Note 2 Budget comparison (cont) (i) Explanation of material variations

| Variance<br>Ref | Item   | Explanation   |
|-----------------|--|---|
| 1               | Land   | Delayed purchase of land due to ongoing negiotiations.  |
| 2               | Buildings                                      | Building Renewal scope completed under budget (\$129k). Other variances related to timing of project implementation on: Spring Creek Recreation Master Plan Stage 2 Netball Facility Upgrade (\$421k); Anglesea Arthouse Sheds Renewal (\$109k), Anglesea Cricket Pavilion Upgrade Stage 1 (\$95k). In addition there was (\$173k) of non-capital expenditure in the program. The multi-year project spend was offset by additional spend on new projects approved by Council resolution including: Kurrambee Myaring Community Centre \$468k, Solar Towns Project \$39k, Torquay Lions/Rotary Shed \$29k, and Torquay Indoor Stadium planning \$18k  |
| 3               | Computers and telecommunications               | Council entered into an operating lease for computers resulting in reduced computer replacement expenditure (\$147k). In addition, a number of projects are underway as part of Councils digital transformation strategy resulting in a number of carried forward projects including: Civica Online Requisitions & Accounts Payable Workflow (\$27k), Trapeze Software (\$22k) and Authority Software Upgrade (\$10k). Additional expenditure on new projects approved by Council resolutiont during 2016/17 included:Trapeze Software \$43k.   |
| 4               | Roads  | A number of projects were completed under budget including: Sealed Road and Kerb Renewal Program (\$577k), Regional Bike Route Horseshoe Bend Road (\$23k), Coombes Road Widening (\$6k) and Winchelsea Transfer Station Entry (\$3k). Other delayed expenditure due to timing of project implementation: Horseshoe Bend South Beach Road Intersection (\$404k), Darian Road Reconstruction (\$281k), Cape Otway Road Widening (\$135k), Realign Anglesea Transfer Station (\$129k), Lorne School Traffic Management Upgrade (\$129k), Road Safety Program (\$71k), Beal and Trebeck Court Road Construction (\$58k) and Hopkins Street Construction & Seal (\$45k). Additional expenditure on new projects approved by Council resolutiont during 2016/17 included: Disaster Relief projects \$100k, Anglesea Landfill Construction \$98k, Fischer Street and Beach Road Roundabout \$38k. |
| 5               | Recreational, leisure and community facilities | Projects incorporated into the amended budget during 2016/17 included: The Civic Centre Precinct Playzone Banyul \$595k, Grenville Oval \$440k, Anglesea Tennis Courts Synthetic Surface \$123k, Aireys Inlet Tennis Courts Resurfacing \$50k and Spring Creek Tennis Courts Renewal \$9k. Savings on projects included: Aireys Inlet Reserve Playground (\$69k), Playground Strategy Implementation (\$47k), Gnarwarre Tennis Courts Renewal (\$28k), Playground Equipment Renewal (\$7k), Bob Pettitt Reserve Playground Renewal (\$3k) and Bike Park Renewal (\$3k). In addition there was (\$202k) of non-capital expenditure in the program.   |
| 6               | Parks, open space and streetscapes             | The following projects are not yet complete and will be carried forward into 2017/18: Blackgate Road Horseshoe Bend Road (\$728k), Tarpomatic Alternate Daily Cover System (\$329k), Anglesea Transfer Station Upgrade (\$154k), Anglesea Landfill Fence Replacement (\$110k), Winchelsea Entrance Sculptures (\$85k), Deep Creek Linear Reserve (\$57k), Grass Tree Park Upgrade (\$33k), Winchelsea Beautification Town Centre (\$24k), Grenville Oval Road (\$16k) and Bells Beach Recreation Reserve Upgrade (\$13k). In addition there was (\$288k) of non-capital expenditure in the program.   |
| 7               | Off street car parks                           | No budget was assigned in the 2016/17 budget for Off Street Car Parks specifically, with the budget incorporated into Roads projects. During the financial year, capital expenditure was completed as part of the road program scope including: Winchelsea Transfer Station Sealed Entry (\$44k), Horseshoe Bend Road Widening South of South Beach Road PC03 (\$23k), Deans Marsh Recreation Reserve and Community Centre Car Park Gravel Re-sheet (\$12k) and Jan Juc Creek Reserve Apex Car Park (\$9k).   |

| Surf Coast Shire Counc  | il  |
|-------------------------|-----|
| 2016/2017 Financial Rep | ort |

# Notes to the Financial Report For the Year Ended 30 June 2017

|  | 2017<br>\$'000 | 2016<br>\$'000 |
|--|----------------|----------------|
| Note 3 Rates and charges   | \$ 000         | \$ 000         |
| Note of Nates and Onlinger   |                |                |
| Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the total market value of the land and buildings and other improvements. |                |                |
| The valuation base used to calculate general rates for 2016/17 was \$14,093 million (2015/16 \$13,093 million). The 2016/17 rate in the dollar was 0.0024591 (2015/16, 0.0025457).                                     |                |                |
| General Rates  | 36,679         | 35,514         |
| Municipal charge   | 4,175          | 3,995          |
| Waste management charge  | 6,355          | 6,006          |
| Special rates and charges  | 187            |                |
| Supplementary rates and rate adjustments   | 326            | 122            |
| Interest on rates and charges  | 125            | 140            |
| Total rates and charges  | 47,847         | 45,77          |
| municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.  Note 4 Statutory fees and fines   |                |                |
| Infringements and costs  | 730            | 619            |
| Town planning fees   | 494            | 277            |
| Land information certificates  | 41             | 42             |
| Subdivision fees   | 331            | 266            |
| Other statutory fees and fines   | 110            | 93             |
| Total statutory fees and fines   | 1,706          | 1,29           |
| Note 5 User fees   |                |                |
| Aged and health services   | 490            | 55             |
| Leisure centre and recreation  | 914            | 908            |
| Child care/children's programs   | 747            | 600            |
| Registration and other permits   | 584            | 52             |
| Building services  | 81             | 8              |
| Waste management services  | 2,366          | 1,88           |
| Royalties  | 424            | 41             |
| Gravel pits  | 112            | 94             |
| Lease rentals  | 68             | 79             |
| Other fees and charges   | 440            | 46             |
| Total user fees  | 6,226          | 5,60           |

# Notes to the Financial Report For the Year Ended 30 June 2017

|  | 2017<br>\$'000 | 2016<br>\$'000 |
|--|----------------|----------------|
| Note 6 Grants  | ****           | ****           |
| Grants were received in respect of the following :   |                |                |
| Summary of grants  |                |                |
| Commonwealth funded grants   | 8,422          | 4,473          |
| State funded grants  | 4,735          | 5,577          |
| Total grants received  | 13,157         | 10,050         |
| Operating Grants   |                |                |
| Recurrent - Commonwealth Government  | F 74 (T)       | 4 704          |
| Grants Commission  | 5,617          | 1,791          |
| Family day care  | 45             | 51             |
| Home and community care  | 415            | 558            |
| Other  | 58             | 89             |
| Recurrent - State Government   |                | 1000000        |
| Home and community care  | 1,212          | 1,240          |
| School crossing supervisors  | 42             | 41             |
| Maternal and child health  | 249            | 212            |
| Community safety   | 240            | 274            |
| Kindergartens  | 1,514          | 1,186          |
| Environmental planning   | 23             | 23             |
| Youth Services   | 102            | 10             |
| Other  | 121            | 86             |
| Total recurrent operating grants   | 9,638          | 5,652          |
| Non-recurrent - State Government   |                |                |
| Community safety   | 138            |                |
| Environmental planning   | 40             | 1              |
| Home and community care  |                | (              |
| Other  | 105            | 174            |
| Family and children  |                |                |
| Total non-recurrent operating grants   | 283            | 19             |
| Total operating grants   | 9,921          | 5,848          |
| Capital Grants   |                |                |
| Recurrent - Commonwealth Government  |                |                |
| Roads to recovery  | 2,287          | 1,984          |
| Total recurrent capital grants   | 2,287          | 1,98           |
| Non-recurrent - State Government   |                |                |
| Buildings  | 273            | 17             |
| Community Safety   | 2              | 6              |
| Roads  | 336            | 27             |
| Tourism  | . 2            | 5              |
| Recreation   | 305            | 1,27           |
| Waste management   | 1.             | 16             |
| Other  | 20             | 7              |
| Environmental Planning   | 15             | 15             |
| Total non-recurrent capital grants   | 949            | 2,21           |
| Total capital grants   | 3,236          | 4,20           |
| Unspent grants received on condition that they be spent in a specific manner   |                |                |
| Balance at start of year   | 1,951          | 1,78           |
| (1) The state of | 790            | 43             |
| Received during the financial year and remained unspent at balance date  | 790            |                |
| Received during the financial year and remained unspent at balance date<br>Received in prior years and spent during the financial year   | (1,782)        | (26)           |

# Notes to the Financial Report For the Year Ended 30 June 2017

|              |  | 2017    | 2016    |
|--------------|--|---------|---------|
|              |  | \$'000  | \$'000  |
| Note 7       | Contributions  |         |         |
|              | Monetary   | 3,532   | 3,170   |
|              | Non-monetary .   | 10,718  | 9,970   |
|              | Total contributions  | 14,250  | 13,140  |
|              | Contributions of non monetary assets were received in relation to the following asset classes.                       |         |         |
|              | Land   | 996     | 868     |
|              | Land under roads   | 214     | 579     |
|              | Buildings  | 333     | 504     |
|              | Roads  | 5,832   | 4,390   |
|              | Other Infrastructure   | 3,343   | 3,629   |
|              |  | 10,718  | 9,970   |
| Note 8       | Net gain/(loss) on disposal of property, infrastructure, plant and equipment   |         |         |
|              | Proceeds of sale   | 696     | 484     |
|              | Written down value of assets disposed  | (2,811) | (1,889) |
|              | Total net loss on disposal of property, infrastructure, plant and equipment  | (2,115) | (1,405) |
| Note 9       | Other income   |         |         |
|              |  | 0.000   |         |
|              | Interest   | 1,021   | 903     |
|              | Future landfill rehabilitation   | 853     | 426     |
|              | Total other income   | 1,874   | 1,329   |
| Note 10 (a)  | Employee costs   |         |         |
|              | Wages and salaries   | 23,598  | 22,269  |
|              | WorkCover  | 480     | 489     |
|              | Casual staff   | 710     | 708     |
|              | Superannuation   | 2,261   | 2,144   |
|              | Fringe benefits tax  | 244     | 247     |
|              | Other  | 522     | 460     |
|              | Total employee costs   | 27,815  | 26,317  |
| Note 10 (b)  | Superannuation   |         |         |
| 11010 10 (2) | Council made contributions to the following funds:   |         |         |
|              | Defined benefit fund   |         |         |
|              | Employer contributions to Local Authorities Superannuation Fund (Vision Super)                                       | 56      | 99      |
|              | ř  | 56      | 99      |
|              | Employer contributions payable at reporting date.  |         |         |
|              | Accumulation funds   |         |         |
|              | Accumulation funds Employer contributions to Local Authorities Superannuation Fund (Vision Super)                    | 1.412   | 1,408   |
|              | Employer contributions to Local Authorities Superannuation Fund (vision Super)  Employer contributions - other funds | 735     | 631     |
|              | Employer continuations - other larius  | 2,147   | 2,039   |
|              |  | 2,141   | 2,000   |
|              | Employer contributions payable at reporting date.  |         |         |

Refer to note 34 for further information relating to Council's superannuation obligations.

# Notes to the Financial Report For the Year Ended 30 June 2017

|  | 2017   | 2016   |
|--|--------|--------|
|  | \$'000 | \$'000 |
| Note 11 Materials and services   |        |        |
| Contract payments  | 8,381  | 6,146  |
| General maintenance  | 203    | 210    |
| Utilities  | 1,230  | 1,135  |
| Office administration  | 774    | 698    |
| Information technology   | 906    | 684    |
| Insurance  | 567    | 580    |
| Consultants  | 2,084  | 1,536  |
| Fuel   | 617    | 587    |
| Grants, Contributions & Sponsorship  | 2,166  | 1,336  |
| Materials  | 1,400  | 1,414  |
| Sub-contractors  | 3,780  | 3,620  |
| Royalties  | 1,192  | 1,213  |
| Other  | 1,440  | 1,240  |
| Total materials and services   | 24,740 | 20,399 |
| Note 12 Bad and doubtful debts   |        |        |
| Mana va capa and discontinuo   | 136    | 518    |
| Infringement debtors Rates debtors   | 8      | 510    |
| Other debtors  | 2      |        |
| Total bad and doubtful debts   | 146    | 518    |
| Total bad and doubtful debts   | 140    | 310    |
| Note 13 Depreciation   |        |        |
| Property   | 2,102  | 1,923  |
| Plant and equipment  | 1,095  | 1,340  |
| Infrastructure   | 7,798  | 7,366  |
| Total depreciation   | 10,995 | 10,629 |
| Refer to note 23 for a more detailed breakdown of depreciation charges         |        |        |
| Note 14 Borrowing costs  |        |        |
| Interest - Borrowings  | 1,077  | 1,122  |
| Total borrowing costs  | 1,077  | 1,122  |
| Note 15 Other expenses   |        |        |
| Auditors' remuneration - VAGO - audit of the financial statements, performance | 43     | 41     |
| statement and grant acquittals   | 70     |        |
| Auditors' remuneration - Internal audit  | 79     | 47     |
| Councillors' allowances  | 281    | 290    |
| Operating lease rentals  | 718    | 672    |
| Total other expenses   | 1,121  | 1,050  |

Note

# Notes to the Financial Report For the Year Ended 30 June 2017

|  | 2017<br>\$'000 | 2016<br>\$'000 |
|--|----------------|----------------|
| 16 Investment in associates  |                |                |
| Investments in associates accounted for by the equity method are:  |                |                |
| - Geelong Regional Library Corporation   | 457            | 537            |
| Background   |                |                |
| The Geelong Regional Library Corporation (GRLC) was formed under the provisions of sections 196 and 197 of the Local Government Act, 1989 on 4 March 1997 to provide library services within the local government areas of: Borough of Queenscliffe, City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. Council holds 3.85% (2016, 4.13%) of equity in the corporation. Council has one director on the Board of seven. Council has the ability to influence rather than control its operations. |                |                |
| Fair value of Council's investment in Geelong Regional Library Corporation   | 457            | 537            |
| Council's share of accumulated surplus/(deficit)   |                |                |
| Council's share of accumulated surplus/(deficit) at start of year  | 537            | 580            |
| Reported surplus/(deficit) for year  | (80)           | (43)           |
| Council's share of accumulated surplus/(deficit) at end of year  | 457            | 537            |
| Movement in carrying value of specific investment  |                |                |
| Carrying value of investment at start of year  | 537            | 580            |
|  | SECTION 1      | (40)           |
| Share of surplus/(deficit) for year  | (80)           | (43)           |

# Notes to the Financial Report For the Year Ended 30 June 2017

|            |   | 2017    | 2016   |
|------------|---|---------|--------|
| Note 17 Ca | sh and cash equivalents and financial assets  | \$'000  | \$'000 |
| Ca         | sh on hand  | 5       | 5      |
| Ca         | sh at bank  | 2,409   | 1,972  |
| Te         | rm deposits (maturity less than 90 days)  | <u></u> | 5,000  |
| Ca         | sh and cash equivalents   | 2,414   | 6,977  |
| Te         | rm deposits (maturity greater than 90 days, refer note 18 Other financial assets)   | 36,380  | 24,600 |
|            | tal cash and cash equivalents and financial assets  | 38,794  | 31,577 |
| inte       | uncil's cash and cash equivalents and financial assets are subject to a number of<br>ernal and external restrictions that limit amounts available for discretionary or<br>ure use. These include: |         |        |
| - T        | rust funds and deposits (Note 25)   | 2,651   | 1,672  |
|            | leserve funds restricted for specific use (Note 29)   | 3,424   | 5,365  |
|            | tal restricted funds  | 6,075   | 7,037  |
| То         | tal unrestricted cash and cash equivalents and financial assets   | 32,719  | 24,540 |
| Int        | ended allocations   |         |        |
|            | hough not externally restricted the following amounts have been allocated for<br>ecific future purposes by Council:   |         |        |
| - F        | Plant replacement   | 1,080   | 949    |
| - /        | Airey's Inlet aged care units   | 300     | 343    |
| - 1        | Naste   | 4,322   | 6,196  |
| - (        | Gravel Pits   | 1,660   | 1,748  |
| - [        | Defined benefits superannuation   | 724     | 474    |
| - (        | Cash held to fund carried forward capital works   | 8,741   | 5,582  |
| - (        | Cash held to fund carried forward capital new initiatives   | 1,562   | 770    |
| - (        | Cash held to fund adopted strategy implementation   | 4,349   | 2,404  |
| - (        | Cash held to fund asset renewal   | 411     | 357    |
| - (        | Cash held to fund developer contribution council allocation   | 1,172   | 920    |
| То         | tal funds subject to intended allocations   | 24,321  | 19,743 |
| Note 18 Ot | her financial assets  |         |        |
| Te         | erm deposits - Current  | 36,380  | 23.600 |
|            | erm deposits - Non-Current  |         | 1,000  |
|            | tal other financial assets  | 36,380  | 24,600 |
| Note 19 Tr | ade and other receivables   |         |        |
| Cı         | urrent  |         |        |
| St         | atutory receivables   |         |        |
| Ra         | ates debtors  | 1,457   | 1,343  |
| Sp         | pecial rate assessment  | 34      | 30     |
| Inf        | ringement debtors   | 423     | 434    |
| Pr         | ovision for doubtful debts - infringements  | (79)    | (96)   |
| No         | on statutory receivables  |         |        |
| Ne         | et GST receivable   | 874     | 290    |
| Ot         | her debtors   | 1,134   | 576    |
| To         | atal current trade and other receivables  | 3,843   | 2,577  |
| No         | on-current -  |         |        |
| St         | atutory receivables   |         |        |
| Sp         | pecial rate scheme  | 68      | 125    |
|            | stal non-current trade and other receivables  | 68      | 125    |
| To         | otal trade and other receivables  | 3,911   | 2,702  |

# Notes to the Financial Report For the Year Ended 30 June 2017

|   | 2017<br>\$'000 | 2016<br>\$'000 |
|---|----------------|----------------|
| Note 19 Trade and other receivables (cont.)   |                |                |
| a) Ageing of Receivables  |                |                |
| At balance date other debtors representing financial assets were past due but not<br>impaired. These amounts relate to a number of independent customers for whom there is<br>no recent history of default. The ageing of the Council's trade & other receivables<br>(excluding statutory receivables) was: |                |                |
| Current (not yet due)   | 683            | 434            |
| Past due by up to 30 days   | 155            | 98             |
| Past due between 31 and 180 days  | 296            | 44             |
| Total trade & other receivables   | 1,134          | 576            |
| b) Movement in provisions for doubtful debts  |                |                |
| Balance at the beginning of the year  | 96             | 163            |
| New Provisions recognised/(used) during the year  | (17)           | (67)           |
| Balance at end of year  | 79             | 96             |
| Note 20 Inventories   |                |                |
| Inventories held for distribution   | 214            | 169            |
| Inventories held for sale   | 56             | 63             |
| Total inventories   | 270            | 232            |
| Note 21 Non current assets classified as held for sale  |                |                |
| Land & Buildings  |                | 281            |
| Total non current assets classified as held for sale  | ·_             | 281            |
| Note 22 Other assets  |                |                |
| Prepayments   | 201            | 226            |
| Accrued income  | 361            | 428            |
| Total other assets  | 562            | 654            |

| Surf Coast Shire Council | Pond Jeionenia 7106/3100 |
|--------------------------|--------------------------|

Notes to the Financial Report For the Year Ended 30 June 2017

Note 23 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

| WDV 30 June<br>2017                                | 127,736 | 76,153    | 6,027               | 300,023        | 6,383            | 516,322  |                             |           |                     |                |         |
|--|---------|-----------|---------------------|----------------|------------------|----------|-----------------------------|-----------|---------------------|----------------|---------|
| Recognition of previously unrecognised Land assets | 4,117   | 2         | ,                   | 131            |                  | 4,117    |                             |           |                     |                |         |
| Transfers  | 281     | 71        | 307                 | 2,636          | (3,014)          | 281      |                             |           |                     |                |         |
| Disposals  | à       | (15)      | (222)               | (1,979)        | (260)            | (2,811)  |                             |           |                     |                |         |
| Depreciation                                       | ×       | (2,102)   | (1,095)             | (7,798)        | ·                | (10,995) | Closing WIP                 | 2,856     | 116                 | 3,411          | 6,383   |
| Revaluation  | 14,755  | 23,772    | 3.                  | 6,324          | ×                | 44,851   | Write Offs                  | ,         | ŧ                   | (260)          | (260)   |
| Contributions                                      | 1,253   | 286       |                     | 9,179          | ď,               | 10,718   | Transfers                   | (71)      | (307)               | (2,636)        | (3.014) |
| Acquisitions                                       | 19      | 109       | 1,275               | 5,396          | 5,985            | 13,276   | Additions                   | 2,763     | 116                 | 3,106          | 5,985   |
| At Fair Value 30 June<br>2016                      | 107,311 | 53,540    | 260'9               | 286,265        | 3,672            | 456,885  | Opening WIP                 | 164       | 307                 | 3,201          | 3.672   |
|  | Land    | Buildings | Plant and Equipment | Infrastructure | Work in progress |          | Summary of Work in Progress | Buildings | Plant and Equipment | Infrastructure | Total   |

Note 23 Property, infrastructure, plant and equipment (cont'd)

Notes to the Financial Report or the Year Ended 30 June 2017

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| Note   | Land Under Roads -<br>specialised | Land -<br>specialised | Land - non<br>specialised | Total Land | Buildings -<br>specialised | Buildings - non<br>specialised | Total<br>Buildings | Work In<br>Progress | Work In Total Property<br>Progress |
|--|-----------------------------------|-----------------------|---------------------------|------------|----------------------------|--------------------------------|--------------------|---------------------|------------------------------------|
|  | 3,386                             | 98,917                | 5,008                     | 107,311    | 79,047                     | 12,656                         | 91,703             | 164                 | 199,178                            |
| Accumulated depreciation at 1 July 2016            | ٠                                 |                       | ,                         |            | (33,307)                   | (4,856)                        | (38,163)           | ٠                   | (38,163)                           |
| Recognition of previously unrecognised Land assets | ,                                 | 4,117                 |                           | 4,117      |                            |                                |                    | ٠                   | ٠                                  |
|  | 3,386                             | 103,034               | 5,008                     | 111,428    | 45,740                     | 7,800                          | 53,540             | 164                 | 161,015                            |
|  |                                   |                       |                           |            |                            |                                |                    |                     |                                    |
| Acquisition of assets at fair value                |                                   | ,                     | 19                        | 19         | 266                        | 335                            | 601                | 2,763               | 3,383                              |
|  | 214                               | 1,039                 | ,                         | 1,253      | 16                         | 322                            | 338                | ,                   | 1,591                              |
| Revaluation increments/(decrements)                |                                   | 14,090                | 999                       | 14,755     | 3,476                      | (1,567)                        | 1,909              | Y                   | 16,664                             |
| Fair value of assets disposed                      |                                   |                       |                           |            |                            | (16)                           | (16)               |                     | (16)                               |
|  |                                   | ,                     | 281                       | 281        | ٠                          | 71                             | 71                 | (71)                | 281                                |
|  | 214                               | 15,129                | 965                       | 16,308     | 3,758                      | (855)                          | 2,903              | 2,692               | 21,903                             |
| Movements in accumulated depreciation              |                                   |                       |                           |            |                            |                                |                    |                     |                                    |
|  |                                   | ٠                     | ,                         |            | (1,874)                    | (228)                          | (2,102)            |                     | (2,102)                            |
| Accumulated depreciation of disposals              | ×                                 |                       | ,                         | •          | 4                          | -                              | -                  | 9                   | -                                  |
| Depreciation on Non-Monetary Contributions         | c                                 | 6                     | ï                         | •          | (3)                        | (48)                           | (25)               | ,                   | (52)                               |
|  | ř                                 | ¢                     | ć                         |            | 19,331                     | 2,532                          | 21,863             |                     | 21,863                             |
|  |                                   | ٠                     | ,                         |            | •                          |                                |                    |                     |                                    |
|  |                                   |                       |                           |            | 17,454                     | 2,256                          | 19,710             | ,                   | 19,710                             |
|  | 3,600                             | 118,163               | 5,973                     | 127,736    | 82,805                     | 11,801                         | 94,606             | 2,856               | 225,198                            |
| Accumulated depreciation at 30 June 2017           |                                   |                       | ÷                         |            | (15,853)                   | (2,600)                        | (18,453)           | c                   | (18,453)                           |
|  | 3,600                             | 118,163               | 5,973                     | 127,736    | 66,952                     | 9,201                          | 76,153             | 2,856               | 206,745                            |

Notes to the Financial Report For the Year Ended 30 June 2017

For the Year Ended 30 .

Note 23 Property, infrastructure, plant and equipment (cont'd)

| Plant and Equipment                      | Note | Plant machinery and Fixtures fittings Computers and equipment and furniture telecomms | Fixtures fittings<br>and furniture | Computers and telecomms | Work In<br>Progress | Work in Total plant and rogress equipment |
|--|------|---|------------------------------------|-------------------------|---------------------|---|
| At fair value 1 July 2016                |      | 7,890   | 1,220                              | 2,857                   | 307                 | 12,274                                    |
| Accumulated depreciation at 1 July 2016  |      | (3,101)   | (521)                              | (2,248)                 | 1                   | (5,870)                                   |
|  |      | 4,789   | 669                                | 609                     | 307                 | 6,404                                     |
| Movements in fair value                  |      |   | -                                  |                         |                     |   |
| Acquisition of assets at fair value      |      | 1,109   | 37                                 | 129                     | 116                 | 1,391                                     |
| Contributed assets                       |      | -XC   | ī                                  | X                       | ı                   | ٠   |
| Revaluation increments/decrements        |      | .):   |                                    | r                       | 9                   | ٠   |
| Fair value of assets disposed            |      | (1,403)   | ÷                                  | (117)                   | 3.                  | (1,520)                                   |
| Transfers                                |      |   | 46                                 | 307                     | (307)               |   |
|  |      | (294)   | 37                                 | 319                     | (191)               | (129)                                     |
| Movements in accumulated depreciation    |      |   |                                    |                         |                     |   |
| Depreciation                             |      | (642)   | (122)                              | (331)                   | ć                   | (1,095)                                   |
| Accumulated depreciation of disposals    |      | 849   | ×                                  | 114                     | Ę                   | 963                                       |
| Transfers                                |      |   | ×                                  | 2                       |                     | ٠   |
|  |      | 207   | (122)                              | (217)                   |                     | (132)                                     |
| At fair value 30 June 2017               |      | 2,596   | 1,257                              | 3,176                   | 116                 | 12,145                                    |
| Accumulated depreciation at 30 June 2017 |      | (2,894)   | (643)                              | (2,465)                 | ï                   | (6,002)                                   |
|  |      | 4,702   | 614                                | 711                     | 116                 | 6,143                                     |

2016/2017 Financial Report Surf Coast Shire Council

Property, infrastructure, plant and equipment (cont'd)

Note 23

Notes to the Financial Report For the Year Ended 30 June 2017

| Note                                     | Roads    | Bridges | Footpaths and cycleways | Bridges Footpaths and Drainage and cycleways sewerage | Recreational,<br>leisure and | Parks open<br>spaces and | Off street car<br>parks | Work In<br>Progress | Total<br>Infrastructure |
|--|----------|---------|-------------------------|---|------------------------------|--------------------------|-------------------------|---------------------|-------------------------|
|  | 238,198  | 6,171   | 25,621                  | 67,178  | 17,493                       | 13,711                   | 5,650                   | 3,201               | 377,223                 |
| Accumulated depreciation at 1 July 2016  | (44,032) | (2,388) | (7,239)                 | (20,811)  | (7,528)                      | (5,279)                  | (480)                   | ٠                   | (87,757)                |
| 1  | 194,166  | 3,783   | 18,382                  | 46,367  | 9'662                        | 8,432                    | 5,170                   | 3,201               | 289,466                 |
| ı  |          |         |                         |   |                              |                          |                         |                     |                         |
|  | 2,180    | 14      | 419                     | 228   | 1,635                        | 827                      | 93                      | 3,106               | 8,502                   |
|  | 5,832    |         | 787                     | 1,995   |                              | 303                      | 262                     | ×                   | 9,179                   |
| Revaluation increments/(decrements)      | (3,042)  | 122     | ,                       |   |                              |                          | (138)                   | ,,                  | (3,058)                 |
|  | (2,206)  | (16)    | (193)                   | (152)   | (870)                        | (326)                    | (17)                    | (260)               | (4,040)                 |
|  | 1,474    | (1,267) | 377                     | 230   | 1,212                        | 488                      | 122                     | (2,636)             | ٠                       |
| L  | 4,238    | (1,147) | 1,390                   | 2,301   | 1,977                        | 1,292                    | 322                     | 210                 | 10,583                  |
| Movements in accumulated depreciation    |          |         |                         |   |                              |                          |                         |                     |                         |
|  | (4,466)  | (99)    | (419)                   | (848)   | (1,093)                      | (786)                    | (119)                   | ,                   | (2,798)                 |
| Revaluation increments/(decrements)      | 9,292    | 408     | T                       |   |                              |                          | (318)                   |                     | 9,382                   |
| Accumulated depreciation of disposals    | 869      | 8       | 106                     | 21  | 280                          | 198                      | 6                       |                     | 1,801                   |
|  | (354)    | 374     |                         | (11)  | (18)                         | 20                       | (2)                     | **                  |                         |
| 1  | 5,341    | 724     | (313)                   | (845)   | (521)                        | (268)                    | (433)                   |                     | 3,385                   |
|  | 242,436  | 5,024   | 27,011                  | 69,479  | 19,470                       | 15,003                   | 5,972                   | 3,411               | 387,806                 |
| Accumulated depreciation at 30 June 2017 | (38,691) | (1,664) | (7,552)                 | (21,656)  | (8,049)                      | (5,847)                  | (913)                   | e                   | (84,372)                |
| 1  | 203.745  | 3.360   | 19,459                  | 47.823  | 11,421                       | 9,156                    | 5,059                   | 3,411               | 303,434                 |

# Notes to the Financial Report For the Year Ended 30 June 2017

# Note 23 Property, infrastructure, plant and equipment cont'd

# Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, Opteon (Land as at 31 December 2016 and Buildings as at 31 March 2017). The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land Under Roads is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

|                    | Level 1 | Level 2 | Level 3 | DoV        |
|--------------------|---------|---------|---------|------------|
| Land Under Roads - |         |         |         |            |
| Specialised        |         | Se .    | 3,600   |            |
| Land - Specialised |         |         | 118,412 | 31/12/2016 |
| Land - Non         |         |         |         |            |
| Specialised        |         | 5,724   |         | 31/12/2016 |
| Buildings -        |         |         |         |            |
| Specialised        | 950     | le!     | 66,952  | 31/12/2016 |
| Buildings - Non    |         |         |         |            |
| Specialised        |         | 9,201   |         | 31/12/2016 |
| Total              |         | 14,925  | 188,964 |            |

# Valuation of infrastructure

Valuation of road and other structure assets has been determined in accordance with a valuation undertaken by independent valuer, Pavement Management Services and the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 30 June 2017. Valuation of other infrastructure assets has been determined in accordance with a valuation undertaken by the Strategic Asset Manager, Mr John Bertoldi B E (Civil) as at 30 June 2017. The last revaluation for roads, pavement and other structures occured in 2016 and the last revaluation for drainage occurred in 2016.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

|  | Level 1 | Level 2 | Level 3 | DoV        |
|--|---------|---------|---------|------------|
| Roads  |         |         | 203,745 | 30/06/2017 |
| Bridges  | (34)    |         | 3,360   | 30/06/2017 |
| Footpaths and cycleways                              |         |         | 19,459  | 30/06/2016 |
| Drainage and<br>Sewerage                             | 140     |         | 47,823  | 30/06/2016 |
| Recreational, leisure<br>and community<br>facilities |         |         | 11,421  | 30/06/2015 |
| Parks, open space and streetscapes                   |         |         | 9,156   | 30/06/2015 |
| Off street car parks                                 |         |         | 5,059   | 30/06/2017 |
| Total  |         |         | 300,023 |            |

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 23 Property, infrastructure, plant and equipment cont'd

2017 \$'000 2016 \$'000

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.27 and \$2,343 per metre squared.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$66 to \$13,907 per metre squared. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 0 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

# Reconciliation of specialised land

| 6,442   | 5,289   |
|---------|---------|
| 200     | 1001000 |
| 266     | 241     |
| 7,176   | 6,047   |
| 104,279 | 87,340  |
| 3,600   | 3,386   |
|         | 104,279 |

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# Notes to the Financial Report For the Year Ended 30 June 2017

|                                  | 2017   | 2040   |
|----------------------------------|--------|--------|
|                                  | 2017   | 2016   |
|                                  | \$'000 | \$'000 |
| Note 24 Trade and other payables |        |        |
| Trade payables                   | 5,505  | 2,570  |
| Accrued expenses                 | 1,114  | 602    |
| Total trade and other payables   | 6,619  | 3,172  |
| Note 25 Trust funds and deposits |        |        |
| Refundable deposits              | 1,703  | 1,495  |
| Fire services levy               | 946    | 175    |
| Other refundable deposits        | 2      | 2      |
| Total trust funds and deposits   | 2,651  | 1,672  |

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Note

# Notes to the Financial Report For the Year Ended 30 June 2017

| 6 Provisions  | Landfill restoration | Employee entitlements | Total   |
|---|----------------------|-----------------------|---------|
| 2017  | \$ '000              | \$ '000               | \$ '000 |
|   | 14,175               | 5.844                 | 20.019  |
| Balance at beginning of the financial year<br>Additional provisions/(reduction in provisions) | (265)                | 2.599                 | 2.334   |
| Amounts used  | (1,814)              | (2,261)               | (4.075) |
| Increase/(decrease) in the discounted amount arising because of                               | (1,014)              | (2,201)               | (4,070) |
| time and the effect of any change in the discount rate  | (587)                | (15)                  | (602)   |
|   | 11,509               | 6,167                 | 17,676  |
| Balance at the end of the financial year  | 1.20%                | 0,107                 | 17,070  |
| Weighted average discount rate in calculating the Landfill Provision                          | 1.20%                |                       |         |
| 2016  |                      |                       |         |
| Balance at beginning of the financial year  | 14,669               | 5,446                 | 20,115  |
| Additional provisions/(reduction in provisions)   | (1,338)              | 2,227                 | 889     |
| Amounts used  | (68)                 | (1,904)               | (1,972  |
| Increase in the discounted amount arising because of time and the                             |                      |                       |         |
| effect of any change in the discount rate   | 912                  | 75                    | 987     |
| Balance at the end of the financial year  | 14,175               | 5,844                 | 20,019  |
| Weighted average discount rate in calculating the Lanfill Provision                           | 1.11%                |                       |         |
|   |                      | 2017                  | 2016    |
|   |                      | \$'000                | \$'000  |
| (a) Employee provisions   |                      |                       |         |
| Current provisions expected to be wholly settled within 12 months                             |                      |                       |         |
| Annual leave  |                      | 1,608                 | 1,532   |
| Long service leave  |                      | 617                   | 509     |
|   |                      | 2,225                 | 2,041   |
| Current provisions expected to be wholly settled after 12                                     |                      |                       |         |
| Annual leave  |                      | 350                   | 320     |
| Long service leave  |                      | 2,785                 | 2,654   |
|   |                      | 3,135                 | 2,974   |
| Total current employee provisions   |                      | 5,360                 | 5,015   |
| Non-current   |                      |                       |         |
| Long service leave  |                      | 807                   | 829     |
| Total non-current employee provisions   |                      | 807                   | 829     |
| Aggregate carrying amount of employee provisions:   |                      |                       |         |
| Current   |                      | 5,360                 | 5,015   |
| Non-current   |                      | 807                   | 829     |
| Total aggregate carrying amount of employee provisions  |                      | 6,167                 | 5,844   |

# Notes to the Financial Report For the Year Ended 30 June 2017

| Note 26 Provisions (cont'd)                          |        |        |
|--|--------|--------|
|  | 2017   | 2016   |
|  | \$'000 | \$'000 |
| (b) Land fill restoration                            |        |        |
| Current  | 668    | 3,018  |
| Non-current  | 10,841 | 11,157 |
| Total future Landfill rehabilitation provision       | 11,509 | 14,175 |
| Note 27 Interest-bearing loans and borrowings        | 4/     |        |
| Current  |        |        |
| Borrowings - secured (by Council's general rates)    | 667    | 621    |
| Borrowings - unsecured                               | 8      | 7      |
| Total Current  | 675    | 628    |
| Non-current  |        |        |
| Borrowings - secured (by Council's general rates)    | 14,235 | 14,902 |
| Borrowings - unsecured                               | 27     | 34     |
| Total Non-current                                    | 14,262 | 14,936 |
| a) The maturity profile for Council's borrowings is: | ×      |        |
| Not later than one year                              | 675    | 628    |
| Later than one year and not later than five years    | 6,915  | 3,009  |
| Later than five years                                | 7,347  | 11,927 |
|  | 14,937 | 15,564 |
| Note 28 Other Liabilities                            |        |        |
| Home Care packages                                   | 137    | 85     |
| Total Current  | 137    | 85     |

# Notes to the Financial Report For the Year Ended 30 June 2017

Note 29 Reserves

|  | Balance at<br>beginning of<br>reporting period | Increment/<br>(decrement) | Balance at end of reporting period |
|--|--|---------------------------|------------------------------------|
| (a) Asset revaluation reserves                 | \$'000   | \$'000                    | \$'000                             |
| 2017   |  |                           |                                    |
| Property                                       |  |                           |                                    |
| Land   | 61,819   | 14,755                    | 76,574                             |
| Buildings                                      | 12,004   | 23,772                    | 35,776                             |
|  | 73,823   | 38,527                    | 112,350                            |
| Infrastructure                                 |  |                           | 20                                 |
| Furniture & Equipment                          | 32   |                           | 32                                 |
| Roads  | 128,720  | 6,250                     | 134,970                            |
| Bridges  | 2,137  | 530                       | 2,667                              |
| Footpaths and cycleways                        | 9,182  | 100                       | 9,182                              |
| Drainage and sewerage                          | 15,678   | 8                         | 15,678                             |
| Recreational, leisure and community facilities | 2,364  | 2                         | 2,364                              |
| Parks, open space and streetscapes             | 1,472  |                           | 1,472                              |
| Off street carparks                            | 2,816  | (456)                     | 2,360                              |
| Library  | 125  |                           | 125                                |
|  | 162,526  | 6,324                     | 168,850                            |
| Total asset revaluation reserves               | 236,349  | 44,851                    | 281,200                            |
| 2016   |  |                           |                                    |
| Property                                       |  |                           |                                    |
| Land   | 61,819   | 78                        | 61,819                             |
| Buildings                                      | 12,004   |                           | 12,004                             |
|  | 73,823   | *                         | 73,823                             |
| Infrastructure                                 |  |                           |                                    |
| Roads  | 72,157   | 56,563                    | 128,720                            |
| Bridges  | 2,247  | (110)                     | 2,137                              |
| Carparks                                       | 1,417  | 1,399                     | 2,816                              |
| Furniture & Equipment                          | 32   | F                         | 32                                 |
| Footpaths and cycleways                        | 8,615  | 567                       | 9,182                              |
| Drainage and sewerage                          | 15,826   | (148)                     | 15,678                             |
| Recreational, leisure and community facilities | 2,364  | 2                         | 2,364                              |
| Parks, open space and streetscapes             | 1,472  | -1                        | 1,472                              |
| Library  | 125  |                           | 125                                |
| Program &                                      | 104,255  | 58,271                    | 162,526                            |
| Total asset revaluation reserves               | 178,078  | 58,271                    | 236,349                            |

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

# Notes to the Financial Report For the Year Ended 30 June 2017

|   | Reserves (cont)                            | Balance at<br>beginning of<br>reporting period<br>\$'000 | Transfer from accumulated surplus \$'000 | Transfer to accumulated surplus \$'000 | Balance at end of reporting period \$'000 |
|---|--|--|--|--|---|
|   | (b) Other reserves                         |  |  |  |   |
|   | 2017                                       |  |  |  |   |
|   | Restricted                                 |  |  | (4.4)                                  | ***                                       |
|   | Open space                                 | 817  | 152                                      | (33)                                   | 936                                       |
|   | Main drainage                              | 216  | 9  | (15)                                   | 210                                       |
|   | Home Care Packages                         | 85   | 52                                       |  | 137                                       |
|   | Developer contributions                    | 4,247  | 719                                      | (2,825)                                | 2,141                                     |
|   | Sub-total Restricted Reserves              | 5,365  | 932                                      | (2,873)                                | 3,424                                     |
|   | Allocated                                  |  |  |  |   |
|   | Plant replacement                          | 949  | 1,215                                    | (1,084)                                | 1,080                                     |
|   | Airey's Inlet aged care units              | 343  | 2  | (45)                                   | 300                                       |
|   | Waste                                      | 6,196  | 3,402                                    | (5,276)                                | 4,322                                     |
|   | Gravel Pits                                | 1,748  | 404                                      | (492)                                  | 1,660                                     |
|   | Defined benefits superannuation            | 474  | 250                                      |  | 724                                       |
|   | Carried forward capital works              | 5,582  | 8,741                                    | (5,582)                                | 8,741                                     |
|   | Carried forward new initiatives            | 770  | 1,592                                    | (800)                                  | 1,562                                     |
|   | Adopted strategy implementation            | 2,404  | 3,797                                    | (1,852)                                | 4,349                                     |
|   | Asset renewal                              | 357  | 6,583                                    | (6,529)                                | 411                                       |
|   | Developer Contributions Council Allocation | 920  | 2,117                                    | (1,865)                                | 1,172                                     |
|   | Accumulated unallocated cash               | 3,664  | 3,476                                    | (2,080)                                | 5,060                                     |
|   | Sub-total Allocated Reserves               | 23,407   | 31,579                                   | (25,605)                               | 29,381                                    |
|   | Total Other reserves                       | 28,772   | 32,511                                   | (28,478)                               | 32,805                                    |
|   | 2016                                       |  |  |  |   |
|   | Restricted                                 |  |  |  |   |
|   | Open space                                 | 1,411  | 119                                      | (713)                                  | 817                                       |
|   | Main drainage                              | 216  | -  | 100                                    | 216                                       |
|   | Airey's Inlet units                        | 338  | 5  | 100 C                                  | 343                                       |
|   | Developer contributions                    | 3,464  | 1,244                                    | (461)                                  | 4,247                                     |
|   | Sub-total Restricted Reserves              | 5,429  | 1,368                                    | (1,174)                                | 5,623                                     |
|   | Allocated                                  |  |  |  |   |
|   | Plant replacement                          | 1,078  |  | (129)                                  | 949                                       |
| 8 | Asset development                          | 60   | *  | (60)                                   |   |
|   | Waste                                      | 6,088  | 2,512                                    | (2,404)                                | 6,196                                     |
|   | Gravel Pits                                | 1,566  | 382                                      | (200)                                  | 1,748                                     |
|   | Defined benefits superannuation            | 274  | 200                                      |  | 474                                       |
|   | Carried forward capital works              | 5,035  | 5,582                                    | (5,035)                                | 5,582                                     |
|   | Carried forward new initiatives            | 1,108  | 770                                      | (1,108)                                | 770                                       |
|   | Adopted strategy implementation            | 2,018  | 4,121                                    | (3,735)                                | 2,404                                     |
|   | Asset renewal                              | 68   | 326                                      | (37)                                   | 357                                       |
|   | Developer Contributions Council Allocation |  | 920                                      |  | 920                                       |
|   | Home Care Packages                         | *  | 85                                       | 7.5                                    | 85  |
|   | Accumulated unallocated cash               | 1,049  | 3,308                                    | (693)                                  | 3,664                                     |
|   |  |  |  |  |   |
|   | Sub-total Allocated Reserves               | 18,344   | 18,206                                   | (13,401)                               | 23,149                                    |

## Notes to the Financial Report For the Year Ended 30 June 2017

#### Note 29 Reserves (cont)

## (b) Other reserves (cont)

Councils restricted reserves are restricted by either an Act or contractual agreement that limits the use of funds. Councils allocated reserves contain funds that have been resolved by Council to be used in a particular manner.

The purpose of the Open Space reserve is to provide improved recreational facilities for the Surf Coast Shire, both of an active and passive nature. This reserve is for a restricted purpose per the Subdivision Act 1988

The purpose of the Main drainage reserve is to hold developer contributions for main drainage works at a later point than the initial development. They are tied to works within the catchment area from which funds were derived. This reserve is for a restricted purpose as per the Planning and Environment Act 1987

The purpose of the Airey's Inlet units 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. This reserve is for a restricted purpose as per the Housing Act 1983

The purpose of the Developer contributions reserve is to hold funds contributed by developers for specific works associated with subdivisions. Funds are contributed for infrastructure (footpaths, fencing, streetscapes etc) where it is deemed that these works should occur at a later point than the initial development. Funds are also held in this account for the Torquay/Jan Juc DCP. Funds collected are specifically identified for projects via s173 agreement or the Developer Contribution Plan

The purpose of the Plant replacement reserve is to establish a fund whereby Council's heavy plant can be replaced at the end of their useful lives. The changeover cost of small vehicles is also funded from this reserve.

The purpose of the Asset development reserve was to hold funds derived from the sale of Council land or buildings to ensure that they are applied to the creation of new Council assets or debt reduction and not used to enhance Council's operational outcomes. The balance of this reserve has been moved to the adopted strategy reserve during 15/16.

The purpose of the Waste 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.

The purpose of the Gravel pits reserve is to provide funding for road improvements for Council roads.

The purpose of the Defined benefits reserve is to reserve funds for future Defined Benefits Superannuation funding calls arising from shortfalls in the Local Government Defined Superannuation Benefits Fund

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

The purpose of the Carry forward new initiatives reserve is to act as a mechanism to carry over funding for new initiatives that are still in progress at year end.

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

The purpose of the Asset renewal reserve is to provide funding based on the Asset Renewal Funding Strategy. The purpose of the Developer contributions Council allocation reserve is to provide Council allocated funding based on the Torquay/Jan Juc Developer Plan

The purpose of the Home care packages reserve is to meet Councils obligation under new Commonwealth legislation to carry any unspent individual client funds into future periods.

The purpose of the Accumulated unallocated cash reserve is to seperately identify Council's Unallocated Cash.

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# Notes to the Financial Report For the Year Ended 30 June 2017

|         |   | 2017<br>\$'000 | 2016<br>\$'000 |
|---------|---|----------------|----------------|
| Note 30 | Reconciliation of cash flows from operating activities to surplus/(deficit) |                |                |
|         | Surplus/(deficit) for the year  | 16,972         | 15,715         |
|         | Depreciation  | 10,994         | 10,629         |
|         | Profit/(loss) on disposal of property, infrastructure, plant and equipment  | 2,115          | 1,405          |
|         | Contributions - Non-monetary assets   | (10,718)       | (9,970)        |
|         | Finance costs   | 1,077          | 1,122          |
|         | Share of net profits/(losses) of Geelong Regional Library Corporation       | 80             | 43             |
|         | Opening adjustment to accumulated surplus                                   |                | (201)          |
|         | Change in assets and liabilities:   |                |                |
|         | (Increase)/decrease in trade and other receivables                          | (1,208)        | 1,436          |
|         | (Increase)/decrease in prepayments  | 25             | 21             |
|         | Increase/(decrease) in accrued income                                       | 67             | (181)          |
|         | Increase/(decrease) in trade and other payables                             | 3,447          | 53             |
|         | (Decrease)/increase in trust funds and deposits                             | 979            | 350            |
|         | (Increase)/decrease in inventories  | (38)           | 55             |
|         | Increase/(Decrease) in provisions   | (2,343)        | (96)           |
|         | Increase/(Decrease) in other liabilities                                    | 52             | 85             |
|         | Net cash provided by/(used in) operating activities                         | 21,501         | 20,466         |
| Note 31 | Financing arrangements  |                |                |
|         | Bank overdraft  | 2,300          | 2,300          |
|         | Credit card facilities  | 100            | 100            |
|         | Borrowings  | 14,937         | 15,564         |
|         | Total facilities  | 17,337         | 17,964         |
|         | Used facilities   | (14,957)       | (15,584)       |
|         | Unused facilities   | 2,380          | 2,380          |
|         |   |                | _,000          |

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 32 Commitments

The Council has entered into the following commitments

| 2017                                     | Not later than 1 |        | Later than 2 years<br>and not later than<br>5 years | Later than 5 years | Total  |
|--|------------------|--------|---|--------------------|--------|
|  | \$'000           | \$'000 | \$'000  | \$'000             | \$'000 |
| Operating                                |                  |        |   |                    |        |
| Garbage collection                       | 3,095            | 3,071  | 2,724   | *                  | 8,890  |
| Cleaning contracts for council buildings | 512              |        |   |                    | 512    |
| Other                                    | 356              | 111    | 101   |                    | 568    |
| Total                                    | 3,963            | 3,182  | 2,825   |                    | 9,970  |
| Capital                                  |                  |        |   |                    |        |
| Construction                             | 4,036            |        |   |                    | 4,036  |
| Total                                    | 4,036            | *_     |   |                    | 4,036  |

|  |                          | Later than 1 year | Later than 2 years            |                    |        |
|--|--------------------------|-------------------|-------------------------------|--------------------|--------|
| 2016                                     | Not later than 1<br>year |                   | and not later than<br>5 years | Later than 5 years | Total  |
|  | \$'000                   | \$'000            | \$'000                        | \$'000             | \$'000 |
| Operating                                |                          |                   |                               |                    |        |
| Garbage collection                       | 3,216                    | 2,643             | 4,795                         | *                  | 10,654 |
| Cleaning contracts for council buildings | 447                      | 447               |                               |                    | 894    |
| Other                                    | 316                      | 70                | 9                             |                    | 395    |
| Total                                    | 3,979                    | 3,160             | 4,804                         |                    | 11,943 |
| Capital                                  |                          |                   |                               |                    |        |
| Construction                             | 961                      |                   | 180                           | ×                  | 961    |
| Total                                    | 961                      |                   |                               |                    | 961    |

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Note

## Notes to the Financial Report For the Year Ended 30 June 2017

|  | 2017    | 2016   |
|--|---------|--------|
|  | \$'000  | \$'000 |
| e 33 Operating leases  |         |        |
| (a) Operating lease commitments  |         |        |
| At the reporting date, the Council had the following obligations under non-cancellable<br>operating leases for the lease of equipment and land and buildings for use within Coun | ncil's  |        |
| activities (these obligations are not recognised as liabilities):  |         |        |
| Not later than one year  | 680     | 574    |
| Later than one year and not later than five years  | 655     | 507    |
| Later than five years  | 266     | 261    |
|  | 1,601   | 1,342  |
| (b) Operating lease receivables  |         |        |
| At the reporting date, the Council had the following lease receivables under non-cance operating leases for the lease of Council Land and Buildings.                             | ellable |        |
| Future minimum rentals receivable under non-cancellable operating leases are as follows:   | ows:    |        |
| Not later than one year  | 63      | 58     |
| Later than one year and not later than five years  | 173     | 186    |
| Later than five years  | 289     | 318    |
| (A)  | 525     | 562    |
|  |         |        |

## Note 34 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

## Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

## **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

## Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2016, an interim acturial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns 7.0% pa Salary inflation 4.25% pa Price inflation (CPI) 2.5% pa.

## Notes to the Financial Report For the Year Ended 30 June 2017

#### Note 34 Superannuation (cont'd)

Vision Super has advised that the estimated VBI at June 2017 was 103.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Employer contributions

#### Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

#### Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

## 2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

A VBI surplus of \$40.3 million; and

A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

## 2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

## Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 is \$55.913

## Notes to the Financial Report For the Year Ended 30 June 2017

## Note 35 Contingent liabilities and contingent assets

## Contingent liabilities

## Defined benefits

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 34. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

#### Aged Care Units

Council has an obligation to re-purchase occupancy rights in respect of three aged care units. The rights must be re-purchased at a cost of 90% of the market value of the unit at the time the resident vacates the unit or deceases. At balance date the aggregate value of the obligation is estimated at \$565,979 (2015/16 \$687,550 for four units). The timing for re-purchase of these rights is uncertain.

## Landfill site rehabilitation

Council operates a landfill at Anglesea. Council will have to carry out site rehabilitation works in the future. At balance date Council provided a Bank Guarantee to State of Victoria - Environment Protection Authority. The guarantee provides financial assurance up to \$545,000 for remedial action as defined in section 3.1 EPA Publication 777 Determination of financial assurance for Landfills, September 2001.

## Guarantees for loans to other entities

Council has provided contract performance guarantees. The details and extent of Council exposure at the reporting date are as follows:

|                                    | 2017<br>\$'000 | 2016<br>\$'000 |
|------------------------------------|----------------|----------------|
| Contract Performance:              |                |                |
| Department of Minerals and Energy  | 20             | 20             |
| Department of Energy and Resources | 50             | 50             |
|                                    | 70             | 70             |
|                                    |                |                |

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee

#### Notes to the Financial Report For the Year Ended 30 June 2017

#### Note 36 Financial Instruments

#### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### (b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

#### Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

## (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 35.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

## Notes to the Financial Report For the Year Ended 30 June 2017

## Note 36 Financial instruments (cont'd)

#### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 35, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 27.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

#### e) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

## (f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets. Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.25% and -0.25% in market interest rates (AUD) from year-end rates of 1.50%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

# Notes to the Financial Report For the Year Ended 30 June 2017

|       |  |  | 201<br>No   |
|-------|--|--|---|
| te 37 | Related party disclosure   | s  |   |
| (i)   | Key Management Persor  | nel  |   |
|       | Details of persons holding time during the year are:   | the position of Councillor or other members of key management                                  | personnel at any  |
|       | Councillors  | Councillor Brian McKiterick - Mayor (8/11/2016 to current)                                     |   |
|       |  | Councillor Rose Hodge - Mayor (01/07/2016 to 22/10/2016)                                       |   |
|       |  | Councillor Margot Smith  |   |
|       |  | Councillor Clive Goldsworthy   |   |
|       |  | Councillor David Bell  |   |
|       |  | Councillor Heather Wellington  |   |
|       |  | Councillor Carol McGregor  |   |
|       |  | Councillor Libby Coker (03/11/2016 to current)   |   |
|       |  | Councillor Martin Duke (03/11/2016 to current)   |   |
|       |  | Councillor Eve Fisher (01/07/2016 to 22/10/2016)   |   |
|       | <b>Total Number of Council</b>   | lors   | 10  |
|       | Chief Executive Officer a  | and other Key Management Personnel   |   |
|       |  | Keith Baillie  |   |
|       |  | Anne Howard  |   |
|       |  | Chris Pike   |   |
|       |  | Kate Sullivan (01/07/2016 to 02/11/2016)   |   |
|       |  | Phil Rowland (02/11/2016 to 01/05/2017)  |   |
|       |  | Ransce Salan (01/05/2017 to current)   |   |
|       |  |  |   |
|       | Total Number of Other K  | ey Management Personnel  |   |
|       | Total Number of Other K<br>Total Key Management F  | ey Management Personnel  |   |
| (ii)  |  | ey Management Personnel<br>Personnel   | 201   |
| (ii)  | Total Key Management F   | ey Management Personnel<br>Personnel   | 201   |
| (ii)  | Total Key Management F   | ey Management Personnel<br>Personnel   | 201   |
| (ii)  | Total Key Management F   | ey Management Personnel Personnel unagement Personnel  | 20°<br>\$,00°   |
| (ii)  | Total Key Management F Remuneration of Key Ma Total remuneration of key  | ey Management Personnel Personnel Inagement Personnel Imanagement personnel was as follows:    | 201<br>\$,00  |
| (ii)  | Total Key Management Remuneration of Key Ma<br>Total remuneration of key<br>Short-term benefits  | ey Management Personnel Personnel Inagement Personnel Imanagement personnel was as follows:    | 201<br>\$,00<br>1,09                                    |
| (ii)  | Total Key Management Remuneration of Key Ma<br>Total remuneration of key<br>Short-term benefits<br>Post-employment benefits  | ey Management Personnel Personnel Inagement Personnel Imanagement personnel was as follows:    | 201<br>\$,00<br>1,09                                    |
| (ii)  | Remuneration of Key Ma<br>Total remuneration of key<br>Short-term benefits<br>Post-employment benefits<br>Other Long-term benefits   | ey Management Personnel Personnel Inagement Personnel Imanagement personnel was as follows:    | 201<br>\$,00<br>1,09<br>7                               |
| (ii)  | Total Key Management Remuneration of Key Ma<br>Total remuneration of key<br>Short-term benefits<br>Post-employment benefits<br>Other Long-term benefits<br>Termination benefits  | ey Management Personnel Personnel Inagement Personnel Imanagement personnel was as follows:    | 201<br>\$,00<br>1,09<br>7                               |
| (ii)  | Total Key Management Remuneration of Key Ma<br>Total remuneration of key<br>Short-term benefits<br>Post-employment benefits<br>Other Long-term benefits<br>Termination benefits  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 201<br>\$,00<br>1,09<br>7                               |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 20°<br>\$,00°<br>1,09°<br>7°<br>1 1                     |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>\$,00<br>1.09<br>7<br>1<br>1<br>-               |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1,09<br>7<br>1,19<br>7<br>1,19                          |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1,09<br>7,11<br>1,19<br>20'1<br>1,09<br>7,11<br>1,19    |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1,09<br>7,11<br>1,19<br>20'1<br>1,09<br>7,11<br>1,19    |
| (ii)  | Total Key Management Remuneration of Key Ma<br>Total remuneration of key Short-term benefits<br>Post-employment benefits<br>Other Long-term benefits<br>Termination benefits<br>The numbers of key mana<br>any related entities fall with  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1,09<br>7<br>1,19<br>1,19<br>200<br>N                   |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>7<br>1,09<br>7<br>1,19<br>20°<br>N              |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Termination benefits The numbers of key mana any related entities fall wit  \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999  | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>7.1.19<br>201<br>1.09<br>7.1.19                 |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999 \$60,000 - \$69,999   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>7.1,19<br>201<br>1,09<br>7.1<br>1.1<br>201<br>N |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999 \$60,000 - \$69,999 \$70,000 - \$79,999   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>7.1,19<br>201<br>1,09<br>7.1<br>1.1<br>201<br>N |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999 \$60,000 - \$69,999 \$70,000 - \$79,999 \$110,000 - \$119,999   | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>\$,00<br>1,09<br>7<br>1<br>1,19<br>20<br>N      |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999 \$40,000 - \$49,999 \$70,000 - \$79,999 \$110,000 - \$119,999 \$120,000 - \$129,999                       | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1.09<br>\$,00<br>1,09<br>7<br>1<br>1,19<br>20<br>N      |
| (ii)  | Total Key Management Remuneration of Key Ma Total remuneration of Key Ma Total remuneration of key Short-term benefits Post-employment benefits Other Long-term benefits Termination benefits The numbers of key mana any related entities fall with \$1 - \$9,999 \$10,000 - \$19,999 \$20,000 - \$29,999 \$40,000 - \$49,999 \$60,000 - \$69,999 \$70,000 - \$79,999 \$110,000 - \$119,999 \$120,000 - \$129,999 \$200,000 - \$209,999 | ey Management Personnel  personnel  management Personnel  management personnel was as follows: | 1   |

# Notes to the Financial Report For the Year Ended 30 June 2017

## Note 37 Related party transactions (cont'd)

## (iv) Transactions with related parties

During the period Council entered into the following transactions with related parties.

## (v) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

## (vi) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

## (vii) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

## Note 38 Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000

The number of Senior Officers are shown below in their relevant income bands:

|   | 2017 | 2016  |
|---|------|-------|
| Income Range:   | No.  | No.   |
| Less than \$142,000   | 1    | 2     |
| \$142,000 - \$149,999   | 6    | 5     |
| _   | 7    | 7     |
| Total Remuneration for the reporting year for Senior Officers included above, amounted to | 975  | 1,003 |

## Note 39 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

## Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, Australian Accounting Standards and other mandatory professional reporting requirements.

John Brockway CPA
Principal Accounting Officer

Date:

12 September 2017

Torquay

In our opinion the accompanying financial statements present fairly the financial transactions of Surf Coast Shire Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the financial statements in their final form.

Brian McKiterick

Date:

12 September 2017

Clive Goldsworthy

Councillor

Date :

12 September 2017

rorquay

Keith Baillie

**Chief Executive Officer** 

Date :

12 September 2017

Torquay



# **Independent Auditor's Report**

## To the Councillors of Surf Coast Shire Council

## Opinion

I have audited the financial report of Surf Coast Shire Council (the council) which comprises the:

- balance sheet as at 30 June 2017
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including a summary of significant accounting policies
- · certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

## Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Councillors' responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether
  due to fraud or error, design and perform audit procedures responsive to those risks,
  and obtain audit evidence that is sufficient and appropriate to provide a basis for my
  opinion. The risk of not detecting a material misstatement resulting from fraud is
  higher than for one resulting from error, as fraud may involve collusion, forgery,
  intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design
  audit procedures that are appropriate in the circumstances, but not for the purpose
  of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE 14 September 2017 Tim Loughnan as delegate for the Auditor-General of Victoria

7. G. Loughne

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

| Aut | thor's Title:             | Team Leader Governance                      | General Manager:         | Anne Howard   |
|-----|---------------------------|---|--------------------------|---|
| Dej | partment:                 | Governance & Risk                           | File No:                 | F15/1076  |
| Div | ision:                    | Governance & Infrastructure                 | Trim No:                 | IC17/1141   |
| Αp  | pendix:                   |   |                          |   |
| 1.  | S11A Instru<br>(D16/11677 | ument of Appointment and Authorisation (74) | on - Planning and Enviro | onment Act 1987   |
| Off | icer Direct o             | r Indirect Conflict of Interest:            | Status:                  |   |
|     | ccordance wation 80C:     | rith Local Government Act 1989 –            |                          | onfidential in accordance with 1989 – Section 77(2)(c): |
|     | Yes                       | No No                                       | Yes                      | No  |

## **Purpose**

Reason: Nil

The purpose of this report is to present the updated instrument of authorisation and appointment for Council's endorsement, as required under the *Planning & Environment Act 1987*, to now include Environmental Health Officers, Adam Lee, Sarah Farrer, Rhonda Gambetta and Emma Monteath and remove Building Officer, Marianne Gibson and Senior Strategic Planner, Cletus Kweifio-Okai who are no longer employed by Council.

Reason: Nil

## **Summary**

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

The attached instrument of authorisation and appointment has been reviewed and updated to now include Environmental Health Officers, Adam Lee, Sarah Farrer, Rhonda Gambetta and Emma Monteath and remove Building Officer, Marianne Gibson and Senior Strategic Planner, Cletus Kweifio-Okai who are no longer employed by Council.

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

## Recommendation

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

- 1. The members of Council staff referred to in the instrument as shown in Appendix 1 be appointed and authorised as set out in the instrument.
- 2. Authorise the Chief Executive Officer to execute the instrument by affixing the common seal.
- 3. Authorise the Mayor to additionally sign the instrument in order for this to be fully executed.
- 4. The instrument comes into force immediately upon execution and remains in force until Council determines to vary or revoke it.

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

## Report

## Background

The majority of appointments and authorisations can be made by the Chief Executive Officer under section 224 of the *Local Government Act 1989*, in reliance of Council's delegation to the CEO dated 23 May 2017. Section 188(2)(c) of the Planning and Environment Act 1987 prohibits delegation by Council of the power to appoint authorised officers under that Act. The appointment of authorised officers under that Act must therefore be by way of Council resolution.

#### Discussion

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

The specific authorisations provided through this instrument include:

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

The attached instrument of authorisation and appointment has been reviewed and updated to now include Environmental Health Officers, Adam Lee, Sarah Farrer, Rhonda Gambetta and Emma Monteath and remove Building Officer, Marianne Gibson and Senior Strategic Planner, Cletus Kweifio-Okai who are no longer employed by Council.

Legal advice obtained from Maddocks in September 2017 advised that in the event that Environmental Health Officers are required to collect evidence in relation to a planning and / or VCAT matter, the relevant officers should be authorised officers under the Planning and Environment Act 1987 - S11A instrument separate from those powers provided under the General - S11 Instrument which provides relevant powers for Environmental Health Officers generally for the collection of evidence for non-planning matters.

## Financial Implications

Not applicable.

## Council Plan

Theme 5 High Performing Council

Objective Nil Strategy Nil

## Policy/Legal Implications

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

## Officer Direct or Indirect Interest

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

## Risk Assessment

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

## Social Considerations

Not applicable.

## Community Engagement

Not applicable.

## **Environmental Implications**

Not applicable.

## Communication

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

# Conclusion

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

4.5 Instrument of Appointment and Authorisation - Planning and Environment Act 1987

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



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

In this instrument "officers" means -

William Cathcart Ben Schmied Michelle Watt Maggie Juniper Roger Curnow Jennifer Davidson

Carol Mitchell

Sarah Smith

Cameron Hayes

Michelle Warren

Karen Hose

Jorgen Peeters

Sally Conway

Barbara Noelker

Claire Cowan

Andrew Hewitt

Karen Campbell

Maya Dougherty Bianca Wilkin

Shaun Barling

Jozo Majic

Robert Pitcher

Trevor Doueal

Tony Rolfs

John Bauer

Luke Shanhun

Wayne Sandars

Ben O'Regan

Adam Lee

Sarah Farrer

Rhonda Gambetta

Emma Monteath

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

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

## It is declared that this instrument -

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

Executed by the Chief Executive Officer on behalf of the Surf Coast Shire Council pursuant to the Council resolution dated 24 October 2017.

| The COMMON SEAL of SURF COAST<br>SHIRE COUNCIL was affixed in the<br>presence of: |  |  |  |
|---|--|--|--|
| Mayor   |  |  |  |
| Chief Executive Officer   |  |  |  |
| Date  |  |  |  |

# 4.6 G21 Region Road Transport Plan 2017 -2027

| Author's Title:  | Manager Engineering Services | General Manager:   | Anne Howard |
|--|------------------------------|--|-------------|
| Department:  | Engineering Services         | File No:   | F14/1438    |
| Division:  | Governance & Infrastructure  | Trim No:   | IC17/1266   |
| Appendix:  |                              |  |             |
| 1. G21 Region Road Transport Plan 2017-2027 - Final (D17/118791) |                              |  |             |
| Officer Direct or Indirect Conflict of Interest:                 |                              | Status:  |             |
|  |                              | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |             |
| Yes Reason: Nil  | No                           | Yes X I  | No          |

# **Purpose**

The purpose of this report is to seek Council's endorsement of the G21 Region Road Transport Plan 2017-2027.

## **Summary**

The G21 Region Road Transport Plan has been through a public consultation process and finalised to the satisfaction of the G21 Transport Pillar. Endorsement of this plan by each Council is desirable as it strengthens the use of the document when it is used for advocacy and funding applications for regional road improvements.

## Recommendation

That Council endorse the G21 Region Road Transport Plan 2017-2027.

## 4.6 G21 Region Road Transport Plan 2017 -2027

## Report

## **Background**

The G21 Transport Pillar has been working on a regional road transport plan for over 18 months and State and Federal funding partners are a key audience for these plans as they look for regional transport plans to support their decision-making.

A draft plan was prepared with input from all Councils within the G21 region, and officers primarily used Council's adopted Sealed Road Network Plan as input to the draft plan. The draft plan was presented to Councillors at a briefing in 17 January 2017. Councillors provided a range of comments and indicated that public comment should be invited on the draft plan.

The draft plan was put out on public consultation in May/June 2017 and 14 submissions were received and minor changes were made to the final plan. No changes were made to the Surf Coast component. Outcomes from the public exhibition period were provided to Councillors at the 15 August 2017 briefing.

#### Discussion

The G21 Transport Pillar considered the final document at its meeting on 10 October 2017 and has adopted the plan but Council endorsement is desirable to ensure the plan has demonstration of support and commitment from each Council. This is important as the G21 Region Road Transport Plan will guide the development of road transport network across the region by recognising opportunities and challenges beyond municipal boundaries.

The plan will be an important document to support funding applications and provides advocacy for improvements.

## Financial Implications

There are no financial implications for Council except it allows the Region to seek future funding applications for road improvements.

## Council Plan

Theme 5 High Performing Council

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

Strategy 5.1.3 Develop innovative funding partnerships with community, business and government

## Policy/Legal Implications

Adoption of this plan allows Council to bid for regional projects that require State and Federal funding partners as they look for regional transport plans to support their decision making

## Officer Direct or Indirect Interest

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

## Risk Assessment

If Council choose not to adopt the plan there is a risk that its effectiveness might be diminished when seeking Federal and State road funding.

## Social Considerations

The community has been consulted on the preparation of this plan through the exhibition process and through various non-Council stakeholders that participate on the G21 Transport Pillar.

## Community Engagement

A public consultation process was used to invite submission to the draft pan and have informed the final plan.

## **Environmental Implications**

Not Applicable.

## Communication

The endorsement will be communicated back to the G21 Transport Pillar.

# 4.6 G21 Region Road Transport Plan 2017 -2027

## **Options**

# Option 1 – Adopt the G21 Region Road Transport Plan

This option is recommended by officers. The plan has been developed through a rigorous process and provided as a draft to the community. No further changes are planned and adoption allows the plan to start to be used for advocacy and funding applications.

# Option 2 - Not endorse the G21 Region Road Transport Plan

This option is not recommended by officers as it will reduce our ability to seek future road funding.

## Conclusion

The formal adoption of the G21 Region Road Transport Plan 2017-2027 is sought and this will then be used for advocacy for regional road improvements.

# 4.6 G21 Road Transport Plan 2017 -2027

# APPENDIX 1 G21 REGION ROAD TRANSPORT PLAN 2017-2027 - FINAL



# **G21 REGION** ROAD TRANSPORT PLAN

TRANSPORT PILLAR











G21 is an alliance of the government, industry and community organisations working to improve people's lives in the Geelong region.



G21 IS THE FORMAL ALLIANCE
OF GOVERNMENT, BUSINESS
AND COMMUNITY ORGANISATIONS,
WORKING TOGETHER TO IMPROVE
PEOPLE'S LIVES IN THE
GEELONG REGION.

# **BACKGROUND**

The G21 Region Public Transport Plan 2017 - 2027 will guide development of regional road transport infrastrucuture to:

- Support the growth of established and emerging industries
- Respond to structural changes
- Strengthen regional economic and social opportunities
- Promote sustainable transport
- · Support population growth in the region.

Developed on behalf of G21 - Geelong Region Alliance, the strategy area covers the five G21 municipalities: Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

A Steering Committee for the project comprised of senior management of the five G21 municipalities and representatives of State Government departments including Transport for Victoria and VicRoads.

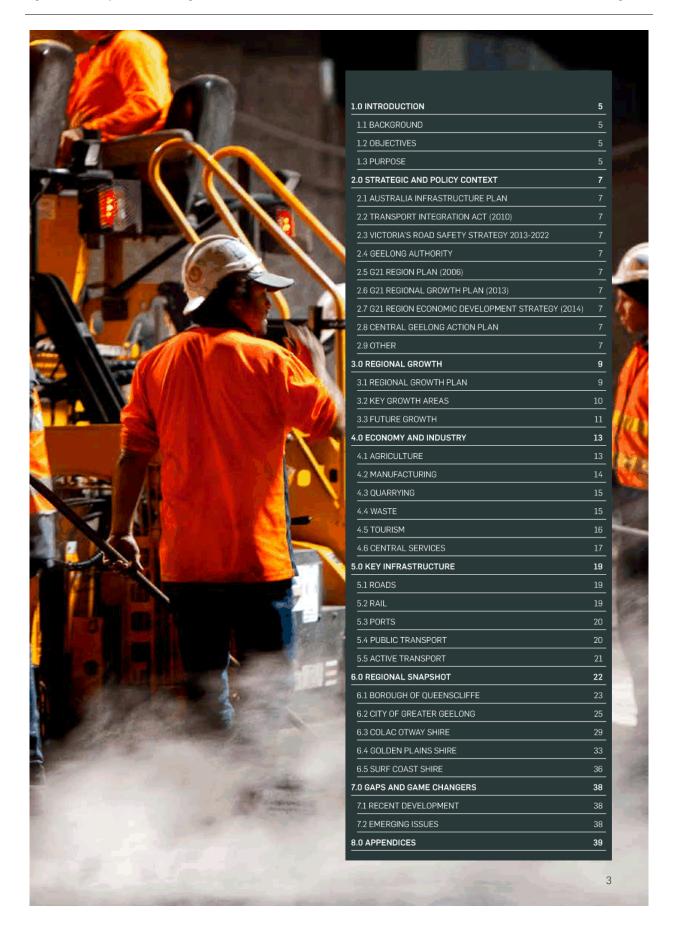














## 1.0 INTRODUCTION

# 1.1 BACKGROUND

This strategy has been developed on behalf of the G21 Geelong Region Alliance, the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five municipalities - Colac Otway, Golden Plains, Greater Geelong, Queenscliffe and Surf Coast.

The strategy area is bounded by these councils.

The Steering Committee for the project was comprised of senior management of the five municipalities above, and also included representatives from State Government departments, including Transport For Victoria, and VicRoads.

Regionally significant projects currently underway that were identified in the 2009 G21 RTP include:

- Planning for duplication of Midland Highway between Geelong and Bannockburn
- Duplication of the Princes Highway West between Winchelsea and Colac
- · Construction of the Drysdale Bypass
- · Planning for the Geelong Ring Road Extension

# 1.2 OBJECTIVES

## ECONOMIC

Provision of an efficient transport system that enhances the competitiveness of regional industries in the global market, and supports job creation and retention in the region.

## SOCIAL

Provision of an integrated transport system that assists all users to access the full range of community services, activities and economic opportunities in a manner that flows smoothly from the users origin to their destination.

## SAFETY

Provision of improved network safety and management of conflict between all road users.

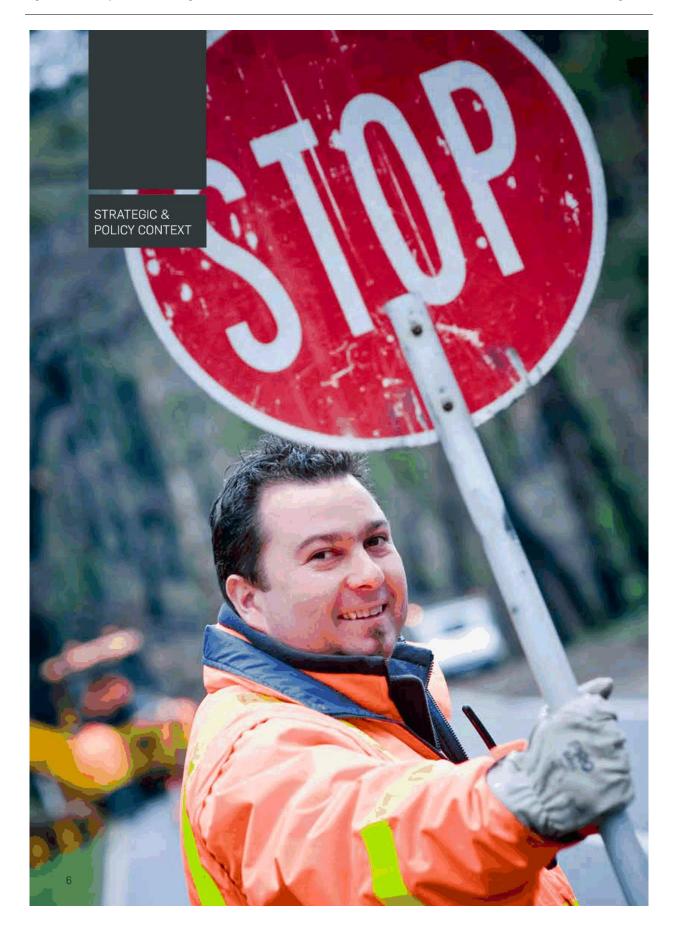
## ENVIRONMENT

Provision of a sustainable transport system that considers amenity and environmental impacts.

# 1.3 PURPOSE

The purpose of this road transport plan is to guide development of regional road transport infrastructure that:

- Supports the growth of established and emerging industries
- · Responds to structural changes
- · Strengthens regional economic and social opportunities
- Promotes sustainable transport
- · Supports population growth within the region



#### 2.0 STRATEGIC AND POLICY CONTEXT

#### 2.1 AUSTRALIA INFRASTRUCTURE PLAN

The Australian Infrastructure Plan is used to identify infrastructure reforms and investment opportunities to deliver networks and services which strengthen our role in the global economy, enhance the liveability and productivity of our cities and regions, and supports a transition to a more sustainable and resilient economy.

The Plan states that "Geelong ... should be supported by governments, businesses and local communities to grow their populations and economies. Access to new or upgraded infrastructure will be important in enabling these cities to develop strong economic and employment links with our bigger cities".

#### 2.2 TRANSPORT INTEGRATION ACT (2010)

The Transport Integration Act sets out a vision, objectives and principles for transport in Victoria. It requires all Victorian transport agencies, to work together towards the common goal of an integrated and sustainable transport system. The strategy supports the objectives from the Transport Integration Act, which include:

- · Social and economic inclusion
- · Economic prosperity
- · Environmental sustainability
- · Integration of transport and land use
- · Efficiency, coordination and reliability
- · Safety and health and wellbeing.

## 2.3 VICTORIA'S ROAD SAFETY STRATEGY 2013-2022

Victoria's Road Safety Strategy 2013-2022 was developed by the road safety partners of VicRoads, the Transport Accident Commission, Victoria Police and the Department of Justice. The strategy sets a target to reduce fatalities and serious injuries by more than 30 per cent. Successfully realising this target will see Victoria's annual road toll fall to below 200, and will require everyone on our roads to take individual responsibility for improving safety by making safe travel choices.

Under Victoria's existing Safe System philosophy, effectively improving road safety requires a multi faceted approach that targets the safety of the road environment, the vehicles in which people travel, and the behaviour of everyone on the road. It provides all types of road users - drivers, motorcyclists, cyclists, pedestrians, heavy vehicle drivers – with information, including the latest research and event and campaign updates, and practical advice on how we can all work to help stop the senseless loss of lives on Victoria's roads.

## 2.4 GEELONG AUTHORITY

The Victorian Government created the Geelong Authority to advise the Minister for Planning on strategies to attract investment to central Geelong and on major planning

applications to help create jobs and drive growth in Geelong. The Geelong Authority will advise on specific state actions and on major development proposals to implement the central Geelong revitalisation plan.

## 2.5 G21 REGION PLAN (2006)

The Geelong Region Plan presents regional objectives that respond to the challenges and opportunities the region will face over the next 45 years. In order to balance current reality and future vision, the strategy features short, medium and long-term objectives to address each policy.

#### 2.6 G21 REGIONAL GROWTH PLAN (2013)

The G21 Regional Growth Plan manages growth and land use pressures to 2050, as the region targets a population of 50,000 people. It pulls together the strategic land use and growth planning already done across the region and builds on this to identify where future residential and employment growth will occur and the critical infrastructure required to support it.

## 2.7 G21 REGION ECONOMIC DEVELOPMENT STRATEGY (2014)

The regional objectives identified in the Geelong Region Plan and the desired future for the G21 region were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Region Economic Development Strategy, which include strategic and integrated transport infrastructure, a vibrant and active region, coordinated delivery of critical growth infrastructure, learning & innovation and investment.

## 2.8 CENTRAL GEELONG ACTION PLAN

The Central Geelong Action Plan is a fifteen year blueprint for focused action in Central Geelong to create a smart, vibrant, thriving, liveable and successful 21st century city centre with a strong sense of identity and community, bring transformational change to Central Geelong, building on its strengths and maximising its opportunities for investment, and signal an 'open for business' message stimulating all stakeholders to take positive action.

## 2.9 OTHER

Other key strategies, acts and documents that impact on the G21 Road Transport Plan 2017-2027 include the following:

- National Land Freight Strategy (2013)
- · Smart Cities Plan (2016)
- Planning and Environment Act (1987)
- · Road Management Act (2004)
- Road Safety Act (1986)
- Disability Discrimination Act (1992)
- · Local Government Act (1989)



# 3.0 REGIONAL GROWTH

# 3.1 REGIONAL GROWTH PLAN

The G21 Region is growing in terms of population, new dwellings and economic activity. Its current population exceeds 294,000 and is forecast to continue growing by at least 1.6% until 2026. By 2031 the population is forecast to be over 400,000.

The G21 Regional Growth Plan establishes a framework for strategic land use and settlement planning that can sustainably respond to and accommodate growth at projected and potentially higher growth rates.

The purpose of the Growth Plan is to provide direction for this growth and to:

- identify opportunities for managing the future growth of population, employment and housing
- identify opportunities for supporting regional level infrastructure, providing an essential contribution to the long-term sustainability of the region
- · identify natural assets which require protection

The outcomes of the regional growth plan were then modelled in the Victorian Integrated Transport Model, which has confirmed key development projects to support the predicted growth.



## 3.0 REGIONAL GROWTH

# 3.2 KEY GROWTH AREAS

The **Armstrong Creek** growth area is the largest contiguous growth area in Victoria, consisting of 2,500 hectares of developable land, and is one of the largest growth fronts in the country. The State Government has recognised the importance of the growth area in accommodating the unforseen levels of population growth in Victoria. The Armstrong Creek growth area will provide housing for up to 65,000 people, with a current population of 3,300.

Identified key routes that will require improvements include Surf Coast Highway, Barwon Heads Road, Anglesea Road and Mount Duneed Road. Future planning will also be required for the Bellarine Link.

While Drysdale / Clifton Springs is a coastal location it still has a strong connection with the rural hinterland which is reflected through the historic village character of the town centre. Services within the town include shopping, business, light industrial, recreation and community facilities that are not only used by the local community but also by residents of Portarlington, Indented Head and St Leonards. It has a mostly permanent population and has been identified as a town that has high growth capacity, and as such it has been designated as one of the urban growth areas for the Bellarine Peninsula. It has a current population of 12,000, and is expected to reach 16,000 by 2036.

Identified key routes that will require improvements include Geelong-Portarlington Road.

Lara has been identified as a growth area, with a current population of close to 16,000 people. While Lara is a designated urban growth location it is subject to a range of physical constraints, both natural and artificial which will influence the opportunities and directions of urban growth. It has an aspirational population of 24,000.

Identified key routes that will require improvements include Geelong-Bacchus Marsh Road, and Heales Road. Future planning will also be required for east-west connections.

Ocean Grove is an attractive and vibrant coastal town that is experiencing strong growth as a popular destination for both permanent residents and tourists. It has a current population of 14,000, and is expected to reach 17,000 by 2036.

Identified key routes that will require improvements include Bellarine Highway and Grubb Road.

Torquay / Jan Juc has an important role on the south-west Victorian coast as a growth centre in a broad strategic context. The population of Torquay, Jan Juc and the immediate surrounding hinterland is expected to increase from 17,700 to 30,000 by 2036.

Identified key routes that will require improvements include Surf Coast Highway.

Bannockburn, located on the Midland Highway, has a current population of 5,000 people, and is expected to reach 10,000 by 2030. Southern Golden Plains is expected to grow at a rate of greater than 2 per cent per annum over the next 20 years.

Identified key routes that will require improvements include Midland Highway, and Shelford-Bannockburn Road. Future planning will also be required for a heavy vehicle alternative route.

## 3.0 REGIONAL GROWTH

# 3.3 FUTURE GROWTH

The G21 Region has a predicted annual population growth of 1.6 per cent, which is considerably higher than the Victorian growth rate of 1.3 per cent. Key growth areas are covered in further detail below.

The current development of **Armstrong Creek** is expected to continue, with an expected population of 65,000 people by 2060. This growth will place additional pressure on the road network of the G21 region.

The Northern Geelong Growth Area at **Lovely Banks**, totalling 1,100 hectares, was rezoned by the Minister for Planning in October 2014 to be included in the G21 Regional Growth Plan, given its connection to Melbourne, and links with the proposed national logistics and employment areas. It is expected to house 30,000 new residents, and will include neighbourhood activity centres, private and public schools, improved transport and services infrastructure, and will include provisions for active transport.

Key routes impacted by this proposal include Geelong-Bacchus Marsh Road, the Midland Highway and various local roads in Lara.

Lara West, with an expected population of 10,000 people, is expected to commence construction in 2016, and will include three new schools, community services, sporting facilities and a retail precinct.

The Western Geelong Growth Area at **Batesford South**, is 2,000 hectares of land west of Geelong, and is being proposed as a new residential development site, with the potential for a population of 30,000 people. It offers strong connectivity to Geelong, Ballarat and Melbourne, with its proximity to the Midland Highway.

Key routes impacted by this proposal include the Hamilton Highway and the Midland Highway.

The Moolap Coastal Strategic Framework Plan responds directly to the closeure of the Alcoa Smelter and Rolling Mill at Point Henry and the conceptual masterplan prepared for the former Moolap saltworks site. The masterplan includes the potential for a commercial and residential precinct with the capacity to accommodate 6,000 people.

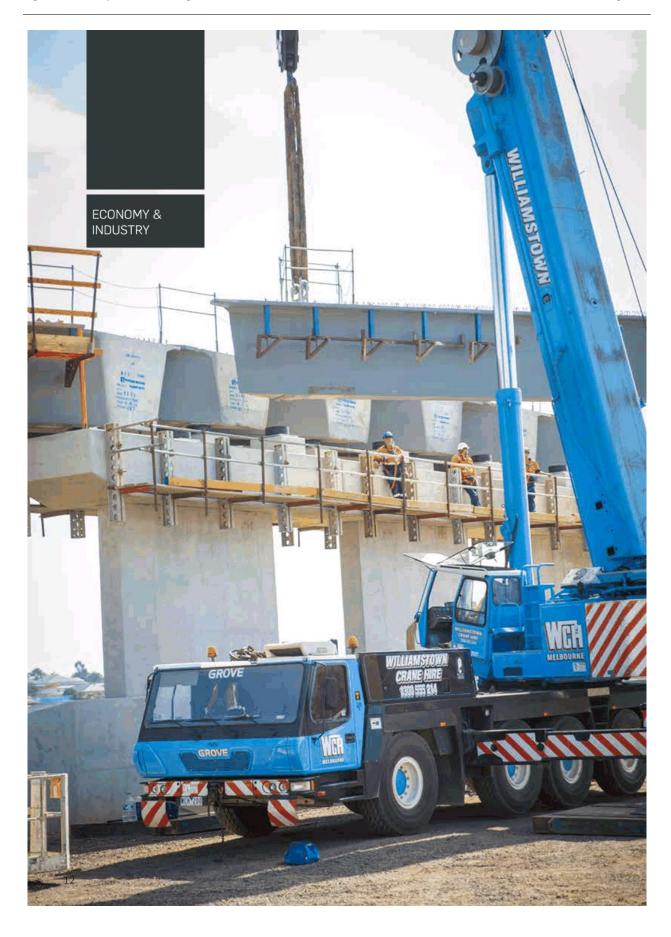
Key routes impacted by this proposal include Geelong-Portarlington Road and the proposed Bellarine Link.

The G21 Regional Growth Plan has identified **Winchelsea** as an important growth area, with an aspirational growth target of 10,000 (currently 1,600) people by 2050. Growth and development will be guided by its place-making plan Growing Winchelsea. Significant infrastructure improvements, including the Princes Highway duplication, construction of the Geelong Ring Road and the provision of reticulated gas to the township all add to its appeal for investment and residential growth.

The G21 Regional Growth Plan suggests that Colac will have a population of about 20,000 (currently 11,500) by 2050. Drivers for this projected growth include the duplication of the Princes Highway and the Geelong Ring Road, the rapid growth of Melbourne and subsequent spread of population into regional areas, and the growing popularity of the Great Ocean Road. As rail services improve, it is expected that population will grow, and it is important that growth planning is completed ahead of that curve. This growth is managed by the Colac 2050 project.

Key routes impacted by this proposal include Princes Highway West.

To help plan and develop future growth in the G21 Region, additional modelling is required using VITM.



## 4.0 ECONOMY AND INDUSTRY

# 4.1 AGRICULTURE

The G21 Sustainable Agribusiness Strategy identifies a series of actions to improve the road network, including improved access to export and markets, developing Avalon Airport for international air freight, and improved access into the Port of Geelong.

The Golden Plains Food Production precinct at Lethbridge is expected to generate over \$160M in investment and more than 700 jobs in the intensive agriculture sector. There will be a significant flow on to transport, especially larger vehicles including B-doubles.

Surf Coast Shire's agriculture sector injects \$50m pa into the local economy and employs 465 people. The production of beef, sheep, and grain are the most prevalent forms of agriculture in Surf Coast Shire, supplemented by specialty floriculture, wineries, and orchards.

The Colac Regional Saleyards provide a regional focus for livestock trading serving the rural community from Ararat to Geelong with an average throughput in excess of 42,000 head of cattle per annum, generating in excess of \$4.7M each year. Colac Otway Shire committed to the placement of a roof at the Colac Livestock Centre to ensure that the centre remains competitive.

The Golden Plains Food Production Precinct at Lethbridge is currently generating significant primary produce in the form of 4 million eggs, 600,000 chickens, 1,000 pigs and 28,000 litres of goats milk each week. Recent infrastructure investment in this precinct is expected to result in substantial development, product growth and associated transport requirements

To support the agriculture industry in the G21 Region, the following should be considered:

- · Improve direct access into the Port of Geelong
- Road network upgrade and improvements

## 4.1.1 DAIRY

The G21 Region dairy sector has a total output in excess of \$450 million per annum. It employs over 1,200 people, spending \$42 million on wages & salaries and contributing \$125 million to the Gross Regional Product.

The sector is reliant on an efficient road transport system that includes access right from the farm gate, to the regional processing plants for bulk milk transport, as well as the road network between processing plants and distribution centres. The capacity of these routes is important to the sector's overall efficiency.

To support the dairy industry in the G21 Region, the following should be considered:

- · Introduction of high performance freight vehicles
- · Introduction of higher mass vehicles
- · Bridge and structure strengthening

#### 4.1.2 POULTRY

The poultry industry in the G21 Region have an estimated sales turnover of \$350 million, which at 17.8% of the Victorian total makes it the largest food sector in the region and a significant component of the State total.

Poultry production relies extensively on safe and efficient transport routes, with pressure on daily fresh product. Reliable and quick distribution systems are required to enable this to happen.

To support the poultry industry in the G21 Region, the following should be considered:

- · Introduction of high performance freight vehicles
- · Introduction of higher mass vehicles
- · Bridge and structure strengthening

#### 4.1.3 TIMBER

Annual extraction of 1.2 million gross metric tonnes of timber from the Otways is conveyed via the local and arterial road network, often during the wetter months of the year when many access roads are subject to seasonal closures. The variable nature of the industry requires continuous and frequent input from the various stakeholder groups, including municipalities, VicRoads, the Plantation Committee and industry to assist in investing in priority roads.

To support the timber industry in the G21 Region, the following should be considered:

- · Introduction of high performance freight vehicles
- · Introduction of higher mass vehicles
- · Bridge and structure strengthening
- · Support for containerised loads
- · Improve direct access into the Port of Geelong

## 4.1.4 INTENSIVE ANIMAL HUSBANDRY

The G21 Region is home to a wide variety of intensive animal farming, including poultry (broilers and layers), pig and goat farming, transported to Geelong, Ballarat and Melbourne for processing.

## 4.0 ECONOMY AND INDUSTRY

# 4.2 MANUFACTURING

The nature of manufacturing in the G21 Region is changing. Whilst job numbers are in decline (dropping 12% from 2006 to 2011), the sector remains important to the regional economy.

Ford has announced plans to close its Geelong manufacturing plant in October 2016, with 500 workers set to lose their jobs. Ford made the decision after a corporate restructure in order to be profitable and sustainable. Locally made products were unprofitable compared to imported products. Over 400 jobs however will be retained in the design engineering fields, even though production has ceased.

In February 2014, Alcoa announced it would permanently close its Point Henry facility after 51 years of operation. The smelter and rolling mill served the domestic and Asian can sheet markets, which have been impacted by excess capacity. The mill previously employed 800 staff, and contributed over \$100 million in the G21 economy annually.

The closure of manufacturing in Geelong will likely result in a change of land use at these locations. Future proposals for these sites will need to be managed to prevent additional strain on the road network.

The G21 Region is embracing the change in the manufacturing sector, supporting the development of skills and intellectual properties, as well as supporting new and innovative products, such as the carbon fibre developments occurring at Deakin University.

To support the manufacturing industry in the G21 Region, the following should be considered:

- · Improve direct access into the Port of Geelong
- · Last mile improvements
- · Improved access onto the arterial road network

#### 4.0 ECONOMY AND INDUSTRY

## 4.3 QUARRYING

Extractive industries provide raw materials for building and construction, which is vital to the regions development. One of the largest hard rock (basalt) quarries in Victoria operates at Point Wilson, producing 1.5 million tonnes per year of crushed rock & aggregate which supplies the Geelong Region. This is valued at \$20 million, and is approximately 10 per cent of the annual total basalt mined in Victoria. With resources secured for 40 years, an expansion of the site is planned.

This material relies on local roads for access and transport and has a significant impact on the local and arterial road networks.

Gherang Gravel pits operate substantial mining and processing plants producing approximately 750,000 tonnes of gravel and sand supplies annually.

With considerable population growth expected in the region, additional pressure will be placed on quarry material, particularly for the smaller regional quarries, to meet demand. There is a need to ensure that there is sufficient material available at a reasonable cost to meet future demands.

To support the quarrying industry in the G21 Region, the following should be considered:

- · Introduction of high performance freight vehicles
- · Introduction of higher mass vehicles
- · Bridge and structure strengthening

## 4.4 WASTE

The Barwon Region currently generates 300,000 tonnes of waste per year requiring 410,000 cubic metres of land fill space. Unless major reduction targets are achieved, this will increase to 325,000 tonnes per year by 2018. As the region grows, a next generation waste management system will be required along with increased recycling and reuse and waste to energy production facilities.

Waste in the region is managed through the Barwon South West Waste and Resource Recovery Group and the licensed landfills operating in the region include Alvie (Colac Otway Shire), Drysdale (Greater Geelong) and Anglesea (Surf Coast Shire). Transport of waste to these facilities will continue for a number of years and planning is underway through the Recovery Group to determine the best future waste disposal sites as some of the existing landfills approach closure, and this is likely to involve more road transport of waste through the region.

Colac Otway Shire has operating transfer stations at Avlie and Apollo Bay. Household waste is transported to Naringal for disposal. Green waste is transported to Camperdown for processing and composting.

#### 4.0 ECONOMY AND INDUSTRY

## 4.5 TOURISM

The G21 Region is a premier tourist resort location. It possesses an abundance of natural and geographic features: the dramatic coastline and beaches of the Great Ocean Road and the Surf Coast; the forests of the Otway and Brisbane Ranges; the Barwon, Moorabool and Leigh rivers systems; National and State Parks; the heritage of the gold field town of Steiglitz; the Victorian-era town of Queenscliffe and the Geelong Waterfront.

The Great Ocean Road is one of Victoria's principal tourist routes, extending from Torquay to Allansford, with a number of key towns and coastal villages along its 240 kilometre length. Tourism in the Great Ocean Road region provides an estimated \$2.1 billion annually to the state's economy. The iconic road is National and State heritage listed and is the world's largest war memorial. The capacity of the Great Ocean Road particularly in the summer periods is an issue and further development of an attractive alternate inland route is a priority.

Key destinations along the Great Ocean Road include the surf town of Torquay, Bells Beach, the coastal towns of Anglesea, Aireys Inlet, Lorne and Apollo Bay, the inland town of Lavers Hill, and the Shipwreck Coast, which includes the iconic Twelve Apostles.

The G21 Region is home to many national parks, including the Brisbane Ranges, You Yangs, Otway Ranges and Angahook-Otway State. Access is reliant on the road network, and can be challenging for visitors unfamiliar with the local road conditions.

Tourism Victoria estimate that 80 per cent of visitors to the G21 region rely on motor vehicles for transport.

To support the tourism industry in the G21 Region, the following should be considered:

- · Inland route safety and signage improvements
- Respond to the increase in 'self-driving' tourism

#### 4.5.1 ADVENTURE TOURISM

The G21 Region is home to a wide variety of adventure or active tourism, utilising the natural landscapes and providing unique experiences, such as snorkelling and diving from the Bellarine Peninsula, mountain biking in

the Otways and You Yangs, sailing in Corio Bay, water skiing on the Barwon River, and adventure flights, helicopter rides and skydiving opportunities.

#### 4.5.2 ECOTOURISM

The G21 Region is expanding its EcoTourism (or ecological interest tourism), offering attractions such as the Balyang wildlife sanctuary, bushwalking in the Otways and You Yangs, sightseeing boat tours from Queenscliff, and guided wildlife tours.

#### **4.5.3 EVENTS**

The G21 Region manages a wide variety of major events, such as the Great Ocean Road Running Festival, GMHBA Lorne Pier to Pub, Cadel Evans Great Ocean Road Race, Festival of Sails, Run Geelong and Wiggle Amy's Gran Fondo.

#### 4.5.4 WINERIES

Established wineries, berry picking and olive groves provide an added dimension to tourism, with the Moorabool Valley, Bellarine Peninsula, Surf Coast Hinterland and Red Rock (Colac) attracting visitors inland from costal attractions.

#### 4.0 ECONOMY AND INDUSTRY

## 4.6 CENTRAL SERVICES

A vibrant and thriving Central Geelong is important to the G21 Region, as a home for employment, services providers, civic pride, recreation spaces, and a transport hub / gateway.

Government directed investment in the form of the TAC, Worksafe, ABS and the NDIS will bring an extra 1000 workers to Central Geelong. 21st century workplaces are relying less on automotive transport but require facilities for cyclists. Amenities within offices are expanding including health care, gymnasiums, child care, sleeping pods and recreational space. Such trends and their translation in to the built form will affect adjoining land uses and the transport system that supports them. The greater numbers of students and staff using and potentially living in the central area will have similar needs.

The potential to build on the critical mass of what might be termed the disability and injury services industry will to an extent depend on the attractiveness of the central area in terms of uses and facilities which bundled together provide good amenity. Transport and connectivity plays a very important part in realising this opportunity.

Within Geelong region, there is significant retail provision, which provides a wide range of retail facilities for Geelong Region residents and for G21 region. There's a economically viable strip retail shopping precinct in each suburb of Geelong. The economic results show that centres performed well when good transport connections are provided and maintained. These precincts need clearly defined accessible freight routes to deliver goods and other arterial connections to provide accessibility to residents and visitors from the region.

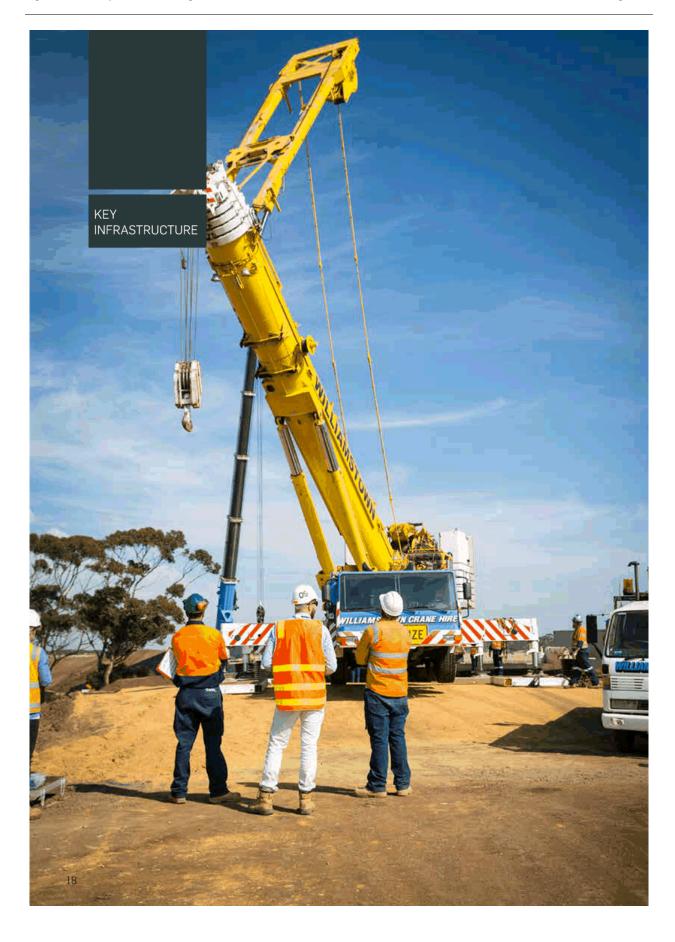
Health is one of the main employment sectors in the region. Future growth and an aging population will also create demand for more aged care facilities. The Infrastructure Plan focuses on hospital and higher level community health centre services. These services are provided predominantly by Barwon Heath, Geelong Hospital, St John of God Health Care, Colac Area Health, Bellarine Community Health, Otway Health and Hesse Rural Health.

The education sector is critical for developing the region's skills and facilitating innovation and research. It enjoys strong links between university and TAFE sectors and industry. Key education facilities in G21 Region include Deakin University (Geelong and Waurn Ponds), Centre for Advanced Design in Engineering Training (CADET), and The Gordon.

The Infrastructure Plan focuses on tertiary and advanced education service provision rather than K - 12 facilities other than in the District Town of Bannockburn, which currently does not have these facilities that are important to support the town's growth. Future growth of Winchelsea will require a primary school and ideally a site should be identified as part of the Structure Plan process. Private school providers will continue to play an important part in meeting primary and secondary school options and needs. The Catholic Education Office for example is planning seven schools in the region to meet future growth. The region's growth will also create demand for special needs facilities.

To support Central Geelong, the following should be considered:

- · Expanded public transport options
- · Integrated cycling and walking networks
- Enabling infrastructure that supports the delivery of the Central Geelong Action Plan
- Reviewing capacity of road network in short, medium and long term



#### 5.0 KEY INFRASTRUCTURE

## 5.1 ROADS

The G21 Region is serviced by a hierarchy of roads, radiating from the major cities and towns. Freeways and arterial roads are managed and maintained by VicRoads, with the primary routes being:

- Princes Freeway (3 lanes each way) from Melbourne to Geelong
- Princes Highway West (2 lanes each way) from Geelong to Winchelsea and on to Colac, and (1 lane each way with overtaking lanes) from Colac to Warrnambool and onto the South Australian border
- Hamilton Highway (1 lane each way with overtaking lanes) from Geelong to Hamilton
- Midland Highway (1 lane each way with overtaking lanes) from Geelong to Ballarat
- Surfcoast Highway (2 lanes each way) from Geelong to Torquay and Great Ocean Road
- Bellarine Highway (2 lanes each way) from Geelong to Wallington, and (1 lane each way) to Queenscliff
- Great Ocean Road (1 lane each way) from Torquay to Allansford

Municipalities are responsible for the local road network which collects and distributes traffic to the arterial road network

The arterial road network in the G21 Region is 1,447 kilometres in length and delivers traffic and freight between major destinations. It has generally been designed and constructed for heavy vehicles and higher speeds and user safety, however, it comprises less than 20% of the total road network.

Significant improvements have been made to this network in recent years including triplication of the Princes Freeway, duplication of the Princes Highway West to Winchelsea and beyond to Colac, safety improvements to the Great Ocean Road, construction of the Breakwater Road Bridge and completion of the Geelong Ring Road/Princes Highway West.

The local roadwork in the G21 Region consists of 6,481 kilometres, providing for a broad range of needs, including residential access, collection of primary produce, distributing supplies, school buses and public transport, active transport, and visitor access to tourist destinations. Of this 6,481km, approximately 43per cent are unsealed.

## 5.2 RAIL

The rail system is limited to a service along its immediate corridor and connects to a suburban and regional bus service covering the Geelong suburbs and to a lesser extent the coastal townships. Geographical coverage, frequency of service, travel times, connectivity between modes, parking and passenger convenience tend to limit its usage.

The Port has dual gauge connection to Corio Quay (north and south). The grain loop line which crosses port land at Corio Quay south is a dual gauge system for grain only at the present time. Midway has a dual gauge open line for forestry products. There is no port rail connection to Lascelles wharf, Refinery Pier or Point Henry Pier.

The Geelong Port is connected to the rail system except for Lascelles Wharf and is geared to bulk goods handling. It has limited capacity to accommodate longer train lengths without obstructing arterial roads.

Rail infrastructure serving the G21 Region comprises:

- Standard gauge track from Melbourne to Adelaide via North Shore (Note: Dual gauge between North Geelong and Gheringhap)
- · Broad gauge track from Melbourne to Warrnambool
- Dual gauge connection to Graincorp's Geelong export grain terminal and Midway's Woodchip terminal adjacent Corio Quay North
- Broad gauge connection to Toll Geelong Port's Corio Quay Terminal. (Note - no connection to Lascelles Wharf)
- The planned Murray Basin rail project will open up new markets for the port of Geelong.

Intermodal hubs have been proposed for the G21 region, in locations such as Colac and Lara. Further studies are being carried out to determine costs and feasibilities.

#### 5.0 KEY INFRASTRUCTURE

## 5.3 PORTS

#### 5.3.1 AIRPORTS

Avalon Airport is the second airport serving Melbourne and Victoria. It is a curfew free airport with a single runway. It is currently used by Jetstar for domestic passenger flights and offers freight and ground handling services. Avalon's location between Melbourne and Geelong make it both a capital city airport and a regional airport, servicing a large regional catchment in western Victoria and providing connections to tourist destinations. Passenger movements are predicted to reach 9 million by 2031.

Access to Avalon Airport is via the road network, with limited connectivity to the rail and public transport networks. A recently completed planning scheme amendment reserved the land for a future rail line to connect the airport to the Melbourne-Geelong rail line. With significant land holdings, Avalon has the potential to play a significant role as a future international airport, with a capacity to handle freight.

A business plan for the **Colac Aerodrome** has been developed which informs Council of the investment required for the aerodrome to maximise utilisation and provide the best economic return for the local community. The runway at the aerodrome has recently been sealed and widened to provide greater use of this facility for emergency services, and to cater for increased tourism.

The **Lethbridge Airpark** continues to grow following the sealing of the runway and hardstand area, and installation of a permanent fuel supply. There is supply for a 100 lot subdivision, for a range of aviation and support industries. There are plans for a new terminal building, which will include a restaurant and viewing area. The airport is already home to a large recreational fleet, as well as a number of commercial operations including tourism, training, storage and maintenance, with the expected to grow as new facilities become available.

There are also local airfields at Apollo Bay, Barwon Heads, and Breamlea that cater for charter and joy flights and aerial recreation.

#### 5.3.2 MARINE PORTS

The **Port of Geelong** is the largest bulk port in south-east Australia. In 2014/15, it handled over 12.1 million tonnes of cargo, worth a combined \$8.4 billion. This equates to 700+ vessel visits – around a third of the traffic level of the Port of Melbourne – and generated 8,000 direct and flowon jobs in Geelong and the region.

Existing infrastructure, including channel depths, is

geared to bulk cargo. Neither the infrastructure nor the channels are capable of serving larger container traffic, making connectivity to the road and rail systems extremely important for the Port's ability to compete for bulk freight traffic. Over 135,000 truck movements are generated annually.

Improvement works currently required for the movement of high productivity freight vehicles on the road network include curve widening, roundabout works, structure assessment and improvements, and truck pull-off areas to allow for staging of access in to the port.

Queenscliff Harbour provides an hourly ferry service for cars, coaches and passengers 12 hours/day x 365 days/ year linking the Bellarine Highway to Sorrento on the Mornington Peninsula. Capacity is 80 vehicles per trip and 700 passengers.

Several smaller harbours also service commercial fishermen and pleasure craft, including Apollo Bay, Queenscliff, Geelong and Barwon Heads.

The development of a second container port located in Wyndam will service the G21 region, and will require improved connections via road and rail.

## 5.4 PUBLIC TRANSPORT

The G21 Region Public Transport Strategy sets out measures to increase usage of public transport for the next 20 years.

The strategy centres around four themes:

- Access for all a base level of service for all across the region
- A well-connected region access to and between the region's centres
- Urban public transport for an urban centre reshaping and simplifying the current network to develop a 'go anywhere' network
- Improved information, planning and partnerships G21 to have lead role to find new ways to better public transport, sooner

School buses provide essential transport for most children in the outer areas, as well as increasing numbers within the urban areas. Routes include both arterial and local roads in urban and rural areas with safety and accessibility prime considerations.

Bus stops require good sight distance to enable drivers to recognise the stop, and react appropriately. They also need bus parking areas that are accessible in all weather conditions, where buses can safely decelerate and pull off

#### 5.0 KEY INFRASTRUCTURE

the road to perform pickups and drop offs. Some of these stops also act as interchanges to enable more efficient operation of the bus system.

The bus network also traverses many rural roads with narrow pavements, rough surfaces and poorly aligned bends that are shared with other heavy vehicles servicing local industry. Passing is difficult especially in areas of encroaching vegetation, steep and narrow shoulders and limited sight distance.

Both the suburban and school bus networks share the need for interchange facilities that are safe, provide shelter and do not disrupt other transport system users.

Since the launch of the bus network update in August 2015, services have seen an average increase in patronage of up to 21%, with up to 69% increase on connections to train stations. This has been achieved by using a more flexible and frequent bus service on most routes, improved facilities, and real-time information being made available, with a strong focus on customer interactions.

Passenger rail services comprise:

- Geelong to Melbourne 10 min peak / 20 min off peak services 7 days/week. Eight Geelong suburban stations between Lara and Waurn Ponds are also serviced
- Geelong to Warrnambool & associated G21 Region stops at Winchelsea, Birregurra & Colac - 3 services daily
- Passenger service operates in conjunction with the local bus services in Geelong and the
- Bellarine Peninsula and the coastal VLine bus service along the Great Ocean Road between Geelong and Apollo Bay.
- RRL introduction of new services in April 2015

The top five regional network priorities, as identified in the Regional Network Development Plan - Conversation Report, were:

- Increased frequency of train services, including weekends
- · Timetabling to meet the needs of the community
- Increased connectivity, with greater connections between regional towns and cities
- Improved public transport experiences, including security, parking and facilities
- Improved communications for timetables, ticketing and disruptions

The planning for the future growth areas will need to ensure that public transport is prioritised, to reduce the impact on the arterial road networks.

Planning and investigation are required to be undertaken in the short term to protect a public transport corridor, linking Geelong to Torquay. In the short to medium term, the growth in transport demands can be met with regional bus upgrades, but will likely require a higher-capacity bus network or a rail link as population growth continues. This link provides a viable alternative to private vehicle use for local trips, and promotes commuting from high growth areas.

## 5.5 ACTIVE TRANSPORT

Communities across the region recognize the health & well being benefits of bicycle and walking paths and their necessity for day to day connectivity for local communities. Access is required to a strategic network of urban pathways suited to people of varying abilities including those of lesser mobility. G21 has adopted a regional **Priority Bike Network** (PBN) strategy.

The PBN is a network of existing and proposed cycle routes identified to help people ride to major destinations with a focus on getting people into activity centres and to make more use of local roads and off-road paths.

Bicycle Priority Routes (PBR's) are priority sections of the PBN. They identify those routes that should be elevated to a higher order of priority, mainly on the basis of potential for separation from motorised traffic. BPRs are identified on VicRoads' Road Use Hierarchy (RUH) maps.

Strategic Cycling Corridors (SCC's) are a recent addition to bicycle network planning and are corridors developed to improve cycling to an around major activity centres. They are selected on the basis of providing links to an Employment Cluster or a Major Activity Centre, and are routes that cater for the highest, or potentially highest, cycling volumes.

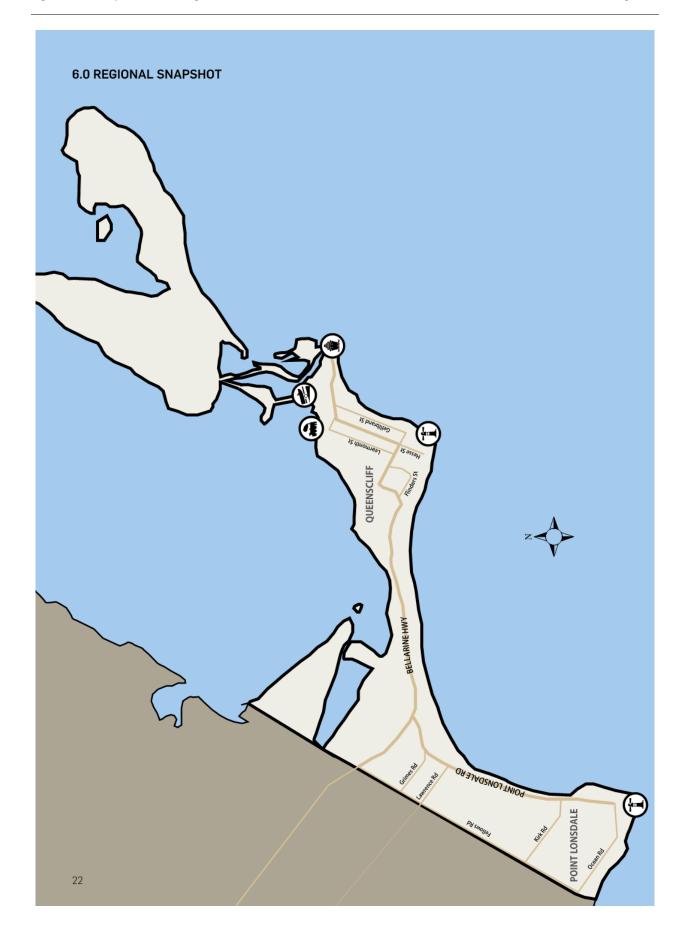


TABLE KEY

| ng = 10+ years |
|----------------|
|----------------|

# 6.1 BOROUGH OF QUEENSCLIFFE

2015 Population: 3,017 2031 Estimate Population: 3,300 Area: 9km²

The Borough of Queenscliffe is located at the eastern tip of the Bellarine Peninsula and forms one side of Port Phillip Heads - opposite Point Nepean on the Mornington Peninsula. It is surrounded by Bass Strait, Port Phillip Bay and Swan Bay on three sides. On its forth side, it has a land boundary with the City of Greater Geelong.

It is one of the most popular historic precincts of Victoria. It has a unique blend of old and modern architecture and a special charm which attracts many thousands of tourists each year.

The Borough of Queenscliffe provides first-rate community facilities across the two town centres of Queenscliff and Point Lonsdale, both of which are highly sought after residential areas.

#### KEY ARTERIAL ROAD NETWORK ROUTES

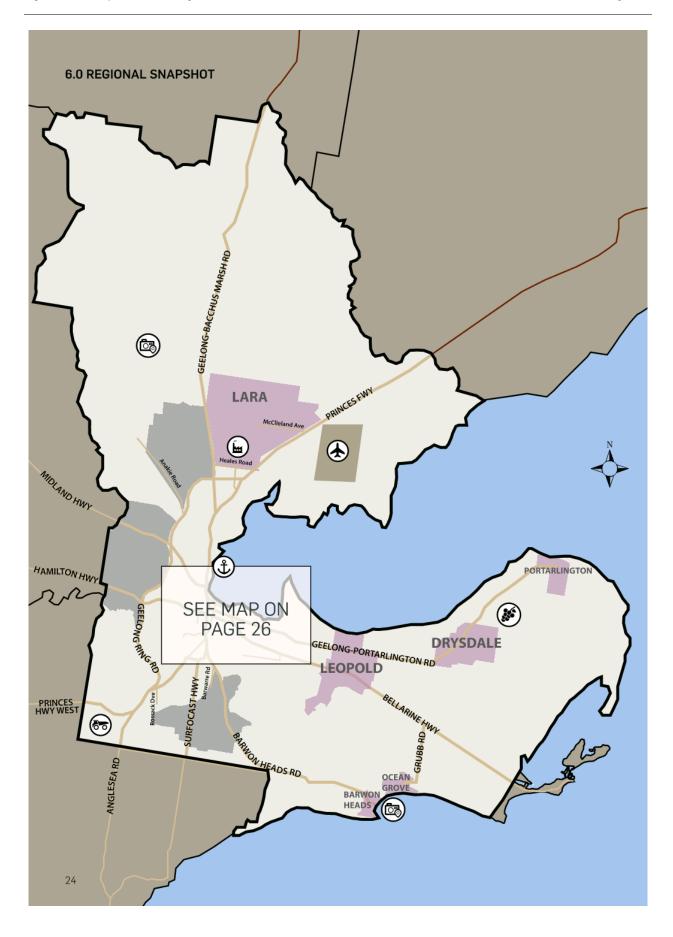
| ROAD   | RANKING | NOTES  |
|--|---------|--|
| Bellarine Highway (including Flinders St,<br>King St, Hesse St and Wharf Rd) | 1       | Provides direct connection to Geelong, access to Queenscliff town centre, Queenscliff Harbour and Ferry Terminal |
| Point Lonsdale Rd  | 2       | Connects to Point Lonsdale   |

## KEY LOCAL ROAD NETWORK ROUTES

| ROAD                            | RANKING | NOTES  |
|---------------------------------|---------|--|
| Lawrence Road                   | 1       | Part of the Shell Road connection to Ocean Grove         |
| Gellibrand Street / King Street | 2       | Alternative access to Queenscliff Harbour precinct       |
| Fellows Road                    | 3       | Provides strong central spine and connections            |
| Ocean Road                      | 4       | Access to Point Lonsdale Lighthouse and parking          |
| Hesse Street                    | 5       | Access to Queenscliff lighthouse / foreshore development |

#### REQUIRED UPGRADES

| ROAD / TOWNSHIP     | OUTCOME  | TIMEFRAME |
|---------------------|--|-----------|
| Point Lonsdale Road | Ocean Road Intersection Improvements                         | Short     |
| Bellarine Highway   | Fellows Road Roundabout                                      | Short     |
| Bellarine Highway   | Point Lonsdale Road Intersection Drainage Improvements       | Short     |
| Bellarine Highway   | Hesse Street Pedestrian Crossing and associated improvements | Short     |
| Bellarine Highway   | Henry Street Pedestrian Crossing                             | Short     |
| Bellarine Highway   | Duplication  | Medium    |



## 6.2 CITY OF GREATER GEELONG

2016 Population: 234,999 2036 Estimate Population: 320,791 Area: 1,248km²

Geelong combines all the best elements of a major city with bayside flair. Quality housing, wide ranging recreational choices, a strong economy, a cosmopolitan vibrant community and comprehensive health-care services are just part of the picture.

Only a one hour drive from Melbourne, Geelong offers a range of lifestyle choices – inner city, suburban, waterfront, coastal and rural – with greater value-for-money than equivalent properties in Melbourne.

Whether your lifestyle preference is a waterfront apartment, character period home, new executive home, rural or coastal living, Geelong has it within 25 minutes of the city centre. Geelong boasts a range of leading education facilities, from primary through to secondary schools right up to university. It has a diverse economy based around large and smaller manufacturing, scientific research, education, tourism and service industries.

#### KEY ARTERIAL ROAD NETWORK ROUTES

| ROAD                       | RANKING | NOTES   |
|----------------------------|---------|---|
| Latrobe Terrace            | 1       | Direct access to Geelong CBD  |
| Melbourne Road             | 2       | Connection from Princes Freeway to Geelong CBD, industrial precincts, Port of Geelong, residential growth areas |
| Princes Freeway            | 3       | Direct connection to Melbourne, Avalon Airport  |
| Barwon Heads Road          | 4       | Connection to Armstrong Creek growth area, industrial precinct  |
| Surfcoast Highway          | 5       | Connection to Torquay and Armstrong Creek growth areas  |
| Settlement Road            | 6       | Connection to Geelong CBD   |
| Grubb Road                 | 7       | Access to Ocean Grove growth area   |
| Geelong-Bacchus Marsh Road | 8       | Key freight route to central Victoria, access to Port of Geelong  |
| Bayside Road               | 9       | Direct access to Port of Geelong  |
| Breakwater Road            | 10      | Heavy vehicle route, connection to Moolap industrial precinct   |
| Ryrie Street               | 11      | Key freight route to Moolap industrial precinct and Bellarine Peninsula, retail precinct                        |
| Colac Road                 | 12      | Access to Princes Highway West, Waurn Ponds growth area   |
| Bellarine Highway          | 13      | Access to Bellarine Peninsula   |
| Anglesea Road              | 14      | Alternative access to Great Ocean Road  |
| Geelong Ring Road          | 15      | Bypass of Geelong CBD, connection to Melbourne  |
| Geelong-Portarlington Road | 16      | Access to Bellarine Peninsula   |



## KEY LOCAL ROAD NETWORK ROUTES

| ROAD                                  | RANKING | NOTES  |
|---------------------------------------|---------|--|
| Heales Road                           | 1       | Connection to major industrial centre  |
| Barwarre Road                         | 2       | Major collector route through Armstrong Creek growth area                                  |
| Rossack Drive                         | 3       | Major collector route, connects to emergency services and train station                    |
| High Street                           | 4       | Retail precinct, alternative to Settlement Road  |
| Barrabool Road                        | 5       | Connects to retail precinct, part of connection to Geelong Ring Road                       |
| Broderick Road                        | 6       | Connection from major industrial centre to Geelong Ring Road                               |
| Sydney Parade / Ormond Road           | 7       | Connects Geelong-Portarlington Road to Bellarine Highway                                   |
| Anakie Road                           | 8       | Connects Geelong-Ballan Road to Geelong Ring Road  |
| Station Lake Road / McClelland Avenue | 9       | Connects Lara to Princes Freeway   |
| Pakington Street                      | 10      | Major retail precinct  |
| Mercer Street / Malop Street          | 11      | Key retail precinct / access to Melbourne Road   |
| Moorabool Street                      | 12      | North-south connections, connects to High Street precinct                                  |
| Brougham Street                       | 13      | East-west traffic route through Geelong CBD  |
| Western / Eastern Beach Road          | 14      | Access to Geelong Waterfront precinct  |
| Townsend Road / Moolap Station Road   | 15      | Extension of Breakwater Road, connection to Moolap industrial precinct heavy vehicle route |

## REQUIRED UPGRADES

| ROAD / TOWNSHIP            | OUTCOME   | TIMEFRAME |
|----------------------------|---|-----------|
| Barwon Heads Road          | Duplication (Corio-Waurn Ponds Road to Reserve Road)    | Short     |
| Anglesesa Road             | Duplication (Princes Highway West to Mount Duneed Road) | Short     |
| Bayside Road               | Access Improvements                                     | Short     |
| Mount Duneed Road          | High Speed Link Upgrades                                | Short     |
| Geelong CBD                | Truck Restrictions                                      | Short     |
| Surfcoast Highway          | Reserve Road Signalisation                              | Short     |
| Central Geelong            | Deliver Strategic Cycling Corridors (SCC) strategy      | Short     |
| Municipal wide             | Deliver SCC strategy                                    | Medium    |
| Bellarine Highway          | Moolap Station Road Intersection Upgrade                | Medium    |
| Latrobe Terrace            | Intersection Upgrades                                   | Medium    |
| Surfcoast Highway          | Intersection Upgrades                                   | Medium    |
| Bellarine Link             | Construction  | Medium    |
| Lara                       | Heavy Vehicle Route                                     | Medium    |
| Breakwater Road            | Bridge Duplication                                      | Medium    |
| Geelong-Bacchus Marsh Road | Duplication   | Long      |
| Grubb Road                 | Duplication   | Long      |
| Fyans Street               | Capacity Improvements                                   | Long      |



## 6.3 COLAC OTWAY SHIRE

2016 Population: 21,168 2036 Estimate Population: 23,725 Area: 3,438km²

The Colac Otway Shire is one of the most picturesque municipalities in Victoria, covering a diverse area from volcanic lakes, craters and plains in the north, through the hinterland forests of the Otway Ranges to the Great Ocean Road coastline.

Colac is the key industrial, commercial and services centre for the Shire and surrounding region with a population of

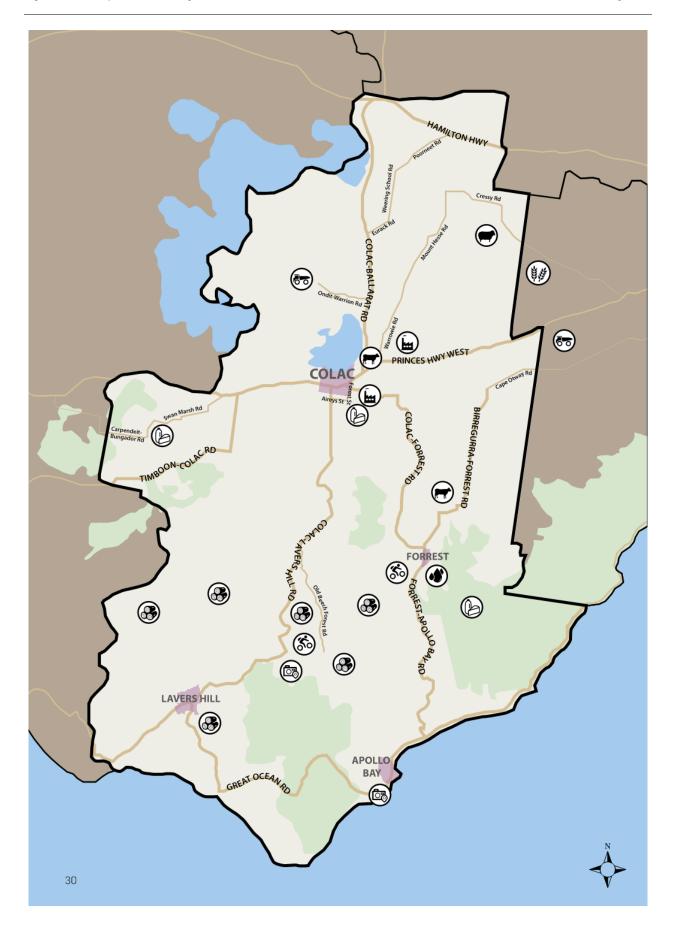
Apollo Bay is the other major urban centre with a permanent population of 1000, which swells to more than 15,000 during the summer season.

#### KEY ARTERIAL ROAD NETWORK ROUTES

| ROAD                    | RANKING | NOTES  |
|-------------------------|---------|--|
| Princes Highway West    | 1       | Provides connections to Melbourne, Geelong, Colac and Warrnambool  |
| Great Ocean Road        | 2       | Key tourist destination  |
| Hamilton Highway        | 3       | Provides connections to Geelong, Inverleigh, Mortlake and Hamilton |
| Forrest-Apollo Bay Road | 4       | Access to Great Ocean Road   |
| Colac-Lavers Hill Road  | 5       | Access to forestry industry, Otway National Park                   |
| Timboon-Colac Road      | 6       | Access to forestry industry  |
| Colac-Forrest Road      | 7       | Access to forestry industry  |
| Colac-Ballarat Road     | 8       | Direct access to Ballarat  |
| Birregurra-Forrest Road | 9       | Connection between Cape Otway Road and Forrest                     |

#### KEY ARTERIAL ROAD NETWORK ROUTES

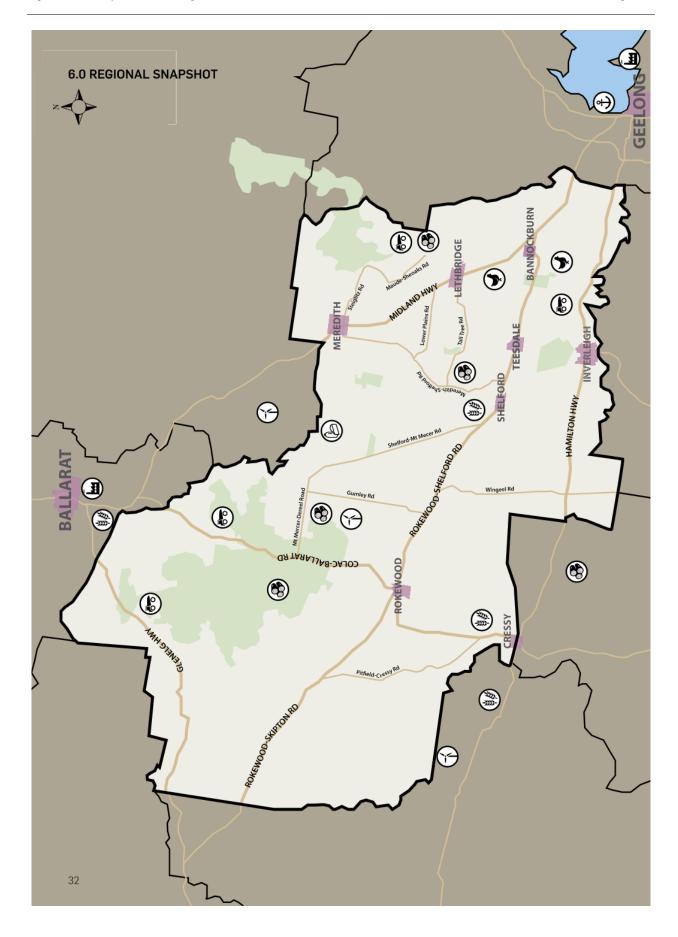
| ROAD   | RANKING | NOTES   |
|--|---------|---|
| Eurack Road / Weering School Road /<br>Poorneet Road | 1       | Heavy vehicle connection between Colac-Ballarat Road and Hamilton Highway   |
| Swan Marsh Road / Carpendeit Bungador<br>Road        | 2       | Direct connection to key dairy farms.   |
| Cape Otway Road                                      | 3       | Alternative heavy vehicle route to Colac  |
| Cressy Road / Mount Hesse Road /<br>Warrowie Road    | 4       | Emergency bypass route of PHW.  |
| Forest Street / Aireys Street                        | 5       | Access to key local industry producers. Alternative link<br>between Princes Highway West and Colac-Lavers Hill Road |
| Ondit –Warrion Road                                  | 6       | Connection between Colac-Ballarat Road and Coragulac-Beeac Road. Access to major quarry.                            |
| Old Beech Forrest Road                               | 7       | Key timber logging route. Part of Old Beechy Rail Trail tourist and cycling route.                                  |



# 6.3 COLAC OTWAY SHIRE (CONT.)

## REQUIRED UPGRADES

| ROAD / TOWNSHIP                                | OUTCOME  | TIMEFRAME |
|--|--|-----------|
| Great Ocean Road                               | Inland Route Improvements  | Short     |
| Princes Highway West                           | Tomahawk Creek Road Intersection Improvements                                      | Short     |
| Forrest-Apollo Bay Road (Skenes Creek<br>Road) | Widening   | Short     |
| Forrest-Apollo Bay Road (Skenes Creek<br>Road) | Slow Vehicle Turn Out Bays   | Short     |
| Colac  | Economic, social and environmental impact study for Princes<br>Highway West bypass | Short     |
| Cloac-Lavers Hill Road                         | Pavement Strengthening   | Short     |
| Timboon-Colac Road                             | Pavement Strengthening   | Medium    |
| Colac-Ballarat Road                            | Pavement Strengthening   | Medium    |
| Colac  | Plan future route of Princes Highway West in/around<br>Colac                       | Medium    |
| Princes Highway West                           | Duplication  | Long      |



## 6.4 GOLDEN PLAINS SHIRE

2016 Population: 20,809 2036 Estimate Population: 32,375 Area: 2,703km²

Golden Plains is a vibrant and progressive municipality situated between Geelong, Ballarat and Melbourne, offering residents and businesses access to the city services while enjoying a country lifestyle.

Rolling green hills, golden fields of canola and wheat, rugged bush landscapes and rocky plains span from its historic gold mining towns in the north and east, to the river valleys in the south.

New residents, including many young families, are taking advantage of the proximity to services and employment in nearby Ballarat and Geelong. Rapid growth in the north-west and south-east of Golden Plains complement the traditional rural base and the natural environment.

The Golden Plains Shire has a strong tradition in wool and grain growing, while intensive animal farming is now increasing. Growth in the home-based business sector is providing healthy employment and lifestyle opportunities.

Wine is an emerging industry, with the Moorabool Valley being home to a well-established and growing wine industry.

#### KEY ARTERIAL ROAD NETWORK ROUTES

| ROAD                      | RANKING | NOTES  |
|---------------------------|---------|--|
| Midland Highway           | 1       | Direct connections between Geelong and Ballarat                    |
| Hamilton Highway          | 2       | Provides connections to Geelong, Inverleigh, Mortlake and Hamilton |
| Shelford-Bannockburn Road | 3       | Connection to Bannockburn and Shelford growth areas                |
| Rokewood-Shelford Road    | 4       | Access to local industries   |
| Glenelg Highway           | 5       | Provides connections between Ballarat and Hamilton                 |
| Rokewood-Skipton Road     | 6       | Access to local industries   |
| Colac-Ballarat Road       | 7       | Connections between Colac and Ballarat                             |

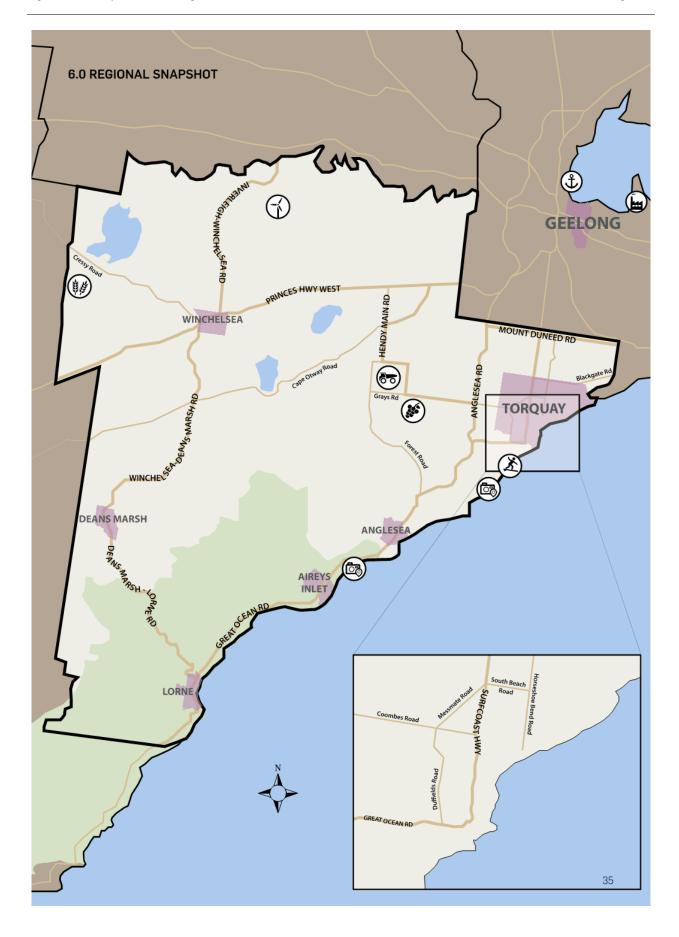
# 6.4 GOLDEN PLAINS SHIRE (CONT.)

## KEY ARTERIAL ROAD NETWORK ROUTES

| ROAD                    | RANKING | NOTES   |
|-------------------------|---------|---|
| Lower Plains Road,      | 1       | Provides connection for grain freight to Midland Highway        |
| Tall Tree Road          | 2       | Provides connection for grain freight to Midland Highway        |
| Meredith-Shelford Road  | 3       | Provides connection for grain freight to Midland Highway        |
| Maude-She Oaks Road     | 4       | Provides connection from quarry to Midland Highway              |
| Steiglitz Road          | 5       | Provides connection from quarry to Midland Highway              |
| Shelford-Mt Mercer Road | 6       | Provides connection for timber freight to arterial road network |
| Dereel- Mt Mercer Road  | 7       | Provides connection for timber freight to arterial road network |
| Pitfield-Cressy Road    | 8       | Provides connection for grain freight to Midland Highway        |
| Gumley Road             | 9       | Provides connection for timber freight to arterial road network |
| Wingeel Road            | 10      | Connects Shelford-Bannockburn Road and Hamilton Highway         |

## REQUIRED UPGRADES

| ROAD / TOWNSHIP           | OUTCOME                                      | TIMEFRAME |
|---------------------------|--|-----------|
| Midland Highway           | Overtaking Lanes                             | Short     |
| Shelford-Bannockburn Road | Clyde Road / Kelly Road Intersection Upgrade | Short     |
| Hamilton Highway          | Upgrades                                     | Short     |
| Midland Highway           | Clyde Road Intersection Upgrades             | Short     |
| Bannockburn               | Heavy Vehicle Alternate Route                | Long      |
| Midland Highway           | Duplication                                  | Long      |



## 6.5 SURF COAST SHIRE

2015 Population: 29,346 2031 Estimate Population: 43,763 Area: 1,553km²

Victoria's Surf Coast with its spectacular coastline, scenic rainforests and magnificent beaches, is one of the tourist drawcards of Australia.

The Surf Coast Shire is among the fastest growing regional municipalities of Victoria. It is popular both as a permanent place to live and as a second home.

The main population centres include Torquay, well known for its surf-related industries and Bells Beach, Winchelsea, gateway to the fertile western district, leafy Anglesea and the beautiful resort town of Lorne. Its permanent population more than trebles at peak holiday season. The Great Ocean Road, which starts at Torquay, attracts more than 2.5 million visitors each year.

The Surf Coast Shire is working to enhance and protect the natural environment while encouraging appropriate new development.

#### KEY ARTERIAL ROAD NETWORK ROUTES

| ROAD  | RANKING | NOTES   |
|---|---------|---|
| Princes Highway West                                    | 1       | Provides connections to Melbourne, Geelong, Colac and Warrnambool |
| Surfcoast Highway                                       | 2       | Provides direct connection to Geelong / Armstrong Creek           |
| Anglesea Road   | 3       | Alternative access to Torquay and Great Ocean Road                |
| Mount Duneed Road                                       | 4       | Connection to Barwon Heads / Ocean Grove                          |
| Great Ocean Road  | 5       | Key tourist destination   |
| Winchelsea-Deans Marsh Road / Deans<br>Marsh-Lorne Road | 6       | Inland route to Great Ocean Road                                  |
| Inverleigh-Winchelsea Road                              | 7       | Regional township connections                                     |
| Cape Otway Road / Hendy Main Road                       | 8       | Access to local industry hubs                                     |

#### KEY LOCAL ROAD NETWORK ROUTES

| ROAD  | RANKING | NOTES   |
|---|---------|---|
| Cape Otway Road                                   | 1       | Alternative heavy vehicle route to Colac  |
| Horseshoe Bend Road                               | 2       | Access to Torquay growth areas, alternative route to Geelong                            |
| Blackgate Road                                    | 3       | Part of the Thirteenth Beach connection to Barwon Heads                                 |
| Forest Road / Grays Road                          | 4       | Provides connection from quarry to Anglesea   |
| Coombes Road                                      | 5       | Access to Torquay from Angelsea Road  |
| South Beach Road / Messmate Road / Duffields Road | 6       | Access to Torquay growth areas  |
| Cressy Road                                       | 7       | Allows for movements of heavy vehicles from grain depot. Emergency bypass route of PHW. |

# 6.5 SURF COAST SHIRE (CONT.)

## REQUIRED UPGRADES

| ROAD / TOWNSHIP             | OUTCOME                                   | TIMEFRAME |
|-----------------------------|---|-----------|
| Hendy Main Road             | Upgrades                                  | Short     |
| Deans Marsh-Lorne Road      | Passing Lanes and stability works         | Short     |
| Cape Otway Road             | Upgrade                                   | Short     |
| Blackgate Road              | Upgrades                                  | Short     |
| Forest Road / Greys Road    | Upgrades                                  | Short     |
| Winchelsea-Deans Marsh Road | Cape Otway Road Intersection Improvements | Short     |
| Anglesea Road               | Duplication                               | Medium    |
| Horseshoe Bend Road         | Upgrades                                  | Medium    |
| Winchelsea-Deans Marsh Road | Upgrade                                   | Medium    |
| Mount Duneed Road           | Rail overpass improvements                | Medium    |
| Coombes Road                | Upgrade                                   | Medium    |
| Inverleigh-Winchelsea Road  | Upgrade                                   | Long      |
| Great Ocean Road            | Duplication                               | Long      |

#### 7.0 GAPS AND GAME CHANGERS

## 7.1 RECENT DEVELOPMENT

#### ARMSTRONG CREEK DEVELOPMENT

Out of sequence development impacting heavily on road network

#### BARWON HEADS ROAD TRAFFIC GROWTH

Creating congestion on Barwon Heads Road. Flow on effect is creating congestion on other key arterial routes

#### PRINCES HIGHWAY DUPLICATION

Geelong to Winchelsea

#### DRYSDALE BYPASS

Remove traffic from Drysdale town centre

#### **GREAT OCEAN ROAD UPGRADES**

\$50M Package

## 7.2 EMERGING ISSUES

#### **FUTURE GROWTH AREAS**

The development of new growth areas on the outskirts of Geelong will require intensive planning for the future of the road networks, with a focus to be placed on public transport and connections to the Geelong CBD.

#### **BELLARINE PENINSULA GROWTH**

With an expected population growth equal to that of Armstrong Creek, traffic growth on the Bellarine will need to be managed to ensure that it is not negatively impacted.

#### **BELLARINE LINK**

Following the completion of the planning study, the construction of the Bellarine Link will remain a priority to remove traffic from the Geelong CBD and provide direct connections to the Bellarine Peninsula.

#### POINT HENRY

While the future of this site remains undecided, it is critical that any development planning includes the impact that land use changes will have on the road network.

#### PRINCES HIGHWAY DUPLICATION

Encourage population and economic growth in Colac by completing the construction of the Princes Highway West from Winchelsea to Colac

## GREAT OCEAN ROAD AND INLAND TOURING ROUTES

Support the continued growth of tourism by improving safety and wayfinding on the Great Ocean Road and connecting inland routes.

## 8.0 APPENDICES

## STRATEGIC IMPORTANCE RANKING OF ARTERIAL ROADS

| ROAD                                 | ECONOMY | ACCESS | GROWTH | SUPPORT | MODE CHOICE | TOTAL |
|--------------------------------------|---------|--------|--------|---------|-------------|-------|
| Latrobe Terrace                      | 11      | 15     | 38     | 2       | 0           | 66    |
| Melbourne Road                       | 15      | 15     | 30     | 0       | 2           | 62    |
| Princes Freeway                      | 18      | 14     | 27     | 2       | 0           | 61    |
| Barwon Heads Road                    | 7       | 14     | 25     | 11      | 4           | 61    |
| Surfcoast Highway                    | 9       | 15     | 24     | 7       | 4           | 59    |
| Midland Highway                      | 13      | 17     | 15     | 11      | 0           | 56    |
| Princes Highway West                 | 20      | 10     | 14     | 11      | 0           | 55    |
| Settlement Road                      | 11      | 15     | 26     | 0       | 2           | 54    |
| Grubb Road                           | 5       | 14     | 21     | 9       | 4           | 53    |
| Geelong-Bacchus Marsh Road           | 10      | 14     | 20     | 7       | 0           | 51    |
| Bayside Road                         | 14      | 13     | 15     | 9       | 0           | 51    |
| Breakwater Road                      | 8       | 13     | 23     | 2       | 4           | 50    |
| Ryrie Street                         | 7       | 14     | 17     | 9       | 2           | 49    |
| Colac Road                           | 10      | 15     | 22     | 0       | 2           | 49    |
| Bellarine Highway                    | 9       | 15     | 20     | 0       | 4           | 48    |
| Anglesea Road                        | 5       | 13     | 23     | 7       | 0           | 48    |
| Geelong Ring Road                    | 14      | 14     | 19     | 0       | 0           | 47    |
| Geelong-Portarlington Road           | 9       | 15     | 18     | 0       | 4           | 46    |
| Mount Duneed Road                    | 5       | 15     | 16     | 9       | 0           | 45    |
| Great Ocean Road                     | 6       | 9      | 14     | 11      | 2           | 42    |
| Hamilton Highway                     | 6       | 9      | 9      | 7       | 0           | 31    |
| Shelford-Bannockburn Road            | 6       | 8      | 5      | 7       | 0           | 26    |
| Forrest-Apollo Bay Road              | 6       | 10     | 2      | 7       | 0           | 25    |
| Winchelsea-Deans Marsh-Lorne<br>Road | 4       | 10     | 3      | 7       | 0           | 24    |
| Rokewood-Shelford Road               | 5       | 7      | 1      | 7       | 0           | 20    |
| Glenelg Highway                      | 4       | 7      | 7      | 0       | 2           | 20    |
| Inverleigh-Winchelsea Road           | 5       | 6      | 7      | 2       | 0           | 20    |
| Rokewood-Skipton Road                | 5       | 6      | 1      | 7       | 0           | 19    |
| Colac-Lavers Hill Road               | 7       | 7      | 5      | 0       | 0           | 19    |
| Colac-Ballarat Road                  | 3       | 6      | 8      | 0       | 0           | 17    |
| Timboon-Colac Road                   | 5       | 9      | 0      | 2       | 0           | 16    |
| Colac-Forrest Road                   | 4       | 7      | 5      | 0       | 0           | 16    |
| Hendy Main Road                      | 4       | 7      | 2      | 0       | 2           | 15    |
| Point Lonsdale Road                  | 4       | 6      | 1      | 0       | 0           | 11    |
| Birregurra-Forrest Road              | 3       | 6      | 0      | 0       | 0           | 9     |
|                                      |         |        |        |         |             |       |





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## 4.7 Revocation of Interim Road Management Policy SCS-027

| Author's Title:   | Strategic Asset Manager          | General Manager:   | Anne Howard |  |
|---|----------------------------------|--|-------------|--|
| Department:   | Asset Management                 | File No:   | F13/135     |  |
| Division:   | Governance & Infrastructure      | Trim No:   | IC17/1208   |  |
| Appendix:   |                                  |  |             |  |
| Nil   |                                  |  |             |  |
| Officer Direct o  | r Indirect Conflict of Interest: | Status:  |             |  |
| In accordance with Local Government Act 1989 – Section 80C: |                                  | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |             |  |
| Yes   | ⊠ No                             | ☐ Yes ⊠ I  | No          |  |
| Reason: Nil   |                                  | Reason: Nil  |             |  |

#### **Purpose**

The purpose of this report is to seek Council's revocation of the Interim Road Management Policy SCS-027.

#### Summary

Council resolved at its 13 September 2016 Ordinary Meeting to suspend its Road Management Plan 2010 and adopted Interim Road Management Policy. The Interim Road Management Policy provided the framework within which Council manage its roads during the period where a new Road Management Plan was developed. Council adopted a new Road Management Plan on 27 June 2017. At that time the Interim Road Management Policy was effectively superseded by the new plan, but the policy has not been formally revoked. It is important to revoke the policy so that there is no ambiguity about Council's road management activities.

## Recommendation

That Council revoke Interim Road Management Policy SCS-027.

## 4.7 Revocation of SCS-027 Interim Road Management Policy

#### Report

## Background

At Council's 13 September 2016 Council Meeting Council resolved to suspend its Road Management Plan 2010 and adopted an Interim Road Management Policy. Following a review of the Plan during late 2016 and early 2017 Council adopted new Road Management Plan on 27 June 2017.

#### **Discussion**

At the adoption of Council's new Road Management Plan in June 2017 Council no longer required the Interim Road Management Policy to be in place. However the Policy was not revoked at the time therefore. Council should revoke the Policy

## Financial Implications

Nil.

#### Council Plan

Theme 5 High Performing Council

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

involved and informed

Strategy Nil

## Policy/Legal Implications

To have both the Interim Road Management Policy and the new Road Management Plan in place at the same time may lead to confusion and/or contradiction in Council service requirements. The repeal of the Interim Road Management Policy will clarify that the Road Management Plan is the relevant Council document regarding Road Management.

#### Officer Direct or Indirect Interest

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

## Risk Assessment

The revocation of the Interim Road Management Policy will clarify that the Road Management Plan is the relevant Council document regarding Road Management and remove the risk of confusion and/or contradiction in Council service requirements.

#### Social Considerations

Nil.

## Community Engagement

Community engagement took place when the new Road Management Plan was developed in early 2017 and is not relevant or required to the revocation of the interim policy.

## **Environmental Implications**

Nil.

## Communication

If revoked, the policy will be removed from the website. No further communication is required.

#### **Options**

#### Option 1 – Repeal the Interim Road Management Policy

This option is recommended by officers as this clarifies Council's road management obligations and service commitments.

#### Option 2 – Not Repeal the Interim Road Management Policy

This option is not recommended by officers as may lead to confusion in having both a Road Management Plan and Interim Road Management Policy which may contradict each other.

## Conclusion

Council currently have both an Interim Road Management Policy and Road Management Plan which are adopted by Council. The repeal of the Interim Road Management Policy will lead to better and clearer management of Council's road network.

# 4.8 Contract T18-005, Provision of Road Asphalting Services - Nomination of Contract Superintendent/Supervisor

| Author's Title:   | Project Manager                     | General Manager:   | Anne Howard |  |
|---|-------------------------------------|--|-------------|--|
| Department:   | Project Management Office           | File No:   | F17/1265    |  |
| Division:   | Division: Environment & Development |  | IC17/1213   |  |
| Appendix:   |                                     |  |             |  |
| Nil   |                                     |  |             |  |
| Officer Direct o  | r Indirect Conflict of Interest:    | Status:  |             |  |
| In accordance with Local Government Act 1989 – Section 80C: |                                     | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |             |  |
| Yes   | ⊠ No                                | Yes  | No          |  |
| Reason: Nil   |                                     | Reason: Nil  |             |  |

#### **Purpose**

The purpose of this report is seek Council's authorisation of the Manager Engineering Services to act as Contract Supervisor for T18-005, Provision of Road Asphalting Services.

## **Summary**

At the 26 September 2017 meeting, Council resolved to award contract T18-005 Provision of Road Asphalting services to Greenhall Asphalt Pty Ltd, but the authorisation of a supervisor was omitted at that time. Council must nominate a Supervisor to administer the contract on behalf of Council for the duration of the contract. The Manager Engineering Services has been identified as being the most appropriate Council officer to fulfil this role.

## Recommendation

That Council authorise the Manager Engineering Services to act as Supervisor for contract T18-005, Provision of Road Asphalting Services over the full duration of the contract (up to four years), including authorising variations in accordance with the contract conditions.

## 5. ENVIRONMENT & DEVELOPMENT

## 5.1 Program Status Report - July to September Quarter 2017

| Aut   | hor's Title:            | Manager Program Management Offic   | e General Manager:     | Ransce Salan                 |
|---|-------------------------|--|------------------------|------------------------------|
| <b>Department:</b> Program Management O                     |                         | Program Management Office  | File No:               | F17/189                      |
| Divi  | ision:                  | Environment & Development  | Trim No:               | IC17/1271                    |
| App   | endix:                  |  |                        |                              |
| 1.  | Program M<br>(D17/11906 | anagement Office - Program Status Ro<br>32)  | eport - CAPITAL Projec | cts - 30 September 2017      |
| 2.  | Program M<br>(D17/11906 | anagement Office - Program Status Ro<br>66)  | eport - OPERATIONAL    | Projects - 30 September 2017 |
| Offi  | cer Direct o            | r Indirect Conflict of Interest:   | Status:                |                              |
| In accordance with Local Government Act 1989 – Section 80C: |                         | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |                        |                              |
|   | Yes                     | ⊠ No   | Yes                    | No                           |
| Rea   | son: Nil                |  | Reason: Nil            |                              |

#### **Purpose**

The purpose of this report is to receive and note the Program Status Report for the July to September 2017 quarter.

## **Summary**

The Program Status Report provides an overview of the Program, progress of overall delivery and the status of time, cost and scope for each capital and operational project. This information provides a flag for risks to individual project delivery and the overall Program. The report attachments reflect changes to the Program that have been approved by Council including new projects, changes to project budgets, scope or time, and projects that have been completed or cancelled. This report is provided to Council quarterly.

## Recommendation

That Council note the Program Status Report for the July to September 2017 quarter.

## Report

## Background

The Program Management Office (PMO) has responsibility to provide leadership, support and analysis for best practice project management, including standardising and building Surf Coast Shire Council's project management capability and methods. The PMO has responsibility to support successful delivery of Council's program of projects with the right approach and level of resources.

The Program Status Report is intended to provide high level analysis to Executive Management Team and Council on progress of the overall program of capital and operational projects, and provide a point of accountability for project managers to provide accurate status information including time, cost and scope. It also provides high level information for the PMO to identify where project teams may require assistance to address issues impacting on project delivery.

A snapshot of the overall status of the Program is provided to Council via a communications report at monthly briefing. This quarterly report includes more detail with individual project status detailed in appendices.

The financial data in the appendices is drawn from Council's finance system. The relevant project manager comments on status and provides an Estimate to Complete on behalf of the project team. The 'traffic light' indicators for time, cost and scope provide a snapshot of issues that project teams are addressing to progress the project, and that may result in a request to Council to re-baseline.

Project teams consider the relationship of time, cost and scope at each of the 'gates' between project phases/stages defined in the Project Delivery Process:

| Project Delivery Process – controlling the project through defined phases/stages |                     |                                  |                       |                      |                    |   |
|--|---------------------|----------------------------------|-----------------------|----------------------|--------------------|---|
| Identify<br>Phase  | Initiate<br>Phase   | Plan Phase                       | Deliver Phase         |                      |                    | Close<br>Phase                              |
| Idea<br>(Project<br>proposal)  | Verify<br>(Charter) | Details/Method<br>(Project Plan) | Requirements<br>Stage | Procurement<br>Stage | Implement<br>Stage | Wrap-up<br>and Learn<br>(Closure<br>Report) |
| Prepare  |                     | Do                               |                       | Review               |                    |   |

Project definition develops through each of these phases / stages and at each gate the Sponsor can recommend that the project:

- progress as planned
- change
- stop (be deferred or cancelled).

If project planning determines that the project will not deliver the intended outcome within the parameters of time, cost and scope approved by Council, officers may recommend that the project be cancelled or funds transferred to the Adopted Strategy Implementation Reserve (or other relevant reserve) while a new project proposal is prepared for Council to consider.

Projects are reported 'Life to Date' therefore multi-year project financial data includes actual spend from years prior and future allocations to represent the total project budget approved by Council.

Project budgets are reported excluding contingency. Contingency funds for each project are centralised in a separate account to be drawn on as requested by the Sponsor and reviewed / approved by the PMO.

A spend target has been established for the 2017/18 program based on:

- the program allocation made by Council in the 2017/18 Budget
- PLUS carry forwards from 2016/17
- LESS
  - Multi-year project funding that is planned to be expended in future years
  - Projects awaiting outcomes, such as grant or project partners preparedness, or high external risk i.e. subject to significant consultation or external approvals
  - o Project funding in the process of being accumulated
  - Land transactions
  - o Project contingency.

Spend targets for the 2017/18 Capital and Operational Programs were presented to Council on 22 August 2017.

|             | Actual Spend<br>2015/16 | Actual Spend<br>2016/17 | Spend Target<br>2017/18 |
|-------------|-------------------------|-------------------------|-------------------------|
|             | \$'000                  | \$'000                  | \$'000                  |
| Capital     | 14,966                  | 19,547                  | 23,227                  |
| Operational | 1,922                   | 3,168                   | 2,105                   |
| TOTAL       | 16,888                  | 22,715                  | 25,332                  |

Historically Record New High Figure Spend Challenge

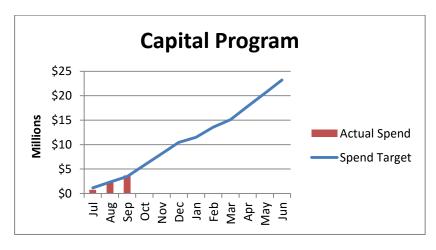
The quarterly profile for 2017/18 spend to produce the report graphs is based on historical trend:

| Quarter             | Percentage (%) of annual spend |
|---------------------|--------------------------------|
| June to September   | 15                             |
| October to December | 30                             |
| January to March    | 20                             |
| April to June       | 35                             |

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

#### Discussion

Spend for the Capital Project Program at 30 September 2017 is represented in the graph below.



Spend for the Operational Project Program at 30 September 2017 is represented in the graph below.



The Year to Date spend is presented as a percentage of the Year to Date target at 30 September 2017 in the table below:

|                                   | Capital | Operational | Total |
|-----------------------------------|---------|-------------|-------|
|                                   | \$m     | \$m         | \$m   |
| YTD Spend Target                  | 3.48    | 0.31        | 3.79  |
| YTD Actual Spend                  | 3.69    | 0.25        | 3.94  |
| Percentage Actual Spend of Target | 106%    | 78%         | 104%  |

The Program for 2017/18 is on target with actual spend of \$3.9m representing 104% of the 30 September 2017 target, therefore on track to deliver the 30 June 2018 spend target of \$25.3m.

Individual project status is detailed in Appendix 1 (Capital Projects) and Appendix 2 (Operational Projects).

#### Financial Implications

Requests to Council regarding change to project budgets are considered monthly via the Project Budget Adjustments and Cash Reserves Transfers report. Officers make recommendations to Council to create project budgets, change project budgets (increase or decrease), cancel projects and close projects. This provides transparency for variations to project budgets and acknowledgement of projects completed under budget with savings returned to source.

There are no significant financial implications arising directly from this report.

#### Council Plan

Theme 5 High Performing Council

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

involved and informed

Strategy Nil

There are no Council Plan strategies or actions directly relevant to the purpose of this report. The overall program of projects is selected and funded by Council to deliver strategies and actions in the Council Plan.

## Policy/Legal Implications

There are no significant policy or legal implications arising from this report.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

Project risk assessments are prepared, monitored and reviewed as part of project initiation and delivery. Any risk associated with the status of time, cost and scope for each project is managed by the Project Sponsor in conjunction with the governance group for the project, and subject matter experts where relevant. The requirement for data on time, cost and scope for each project to be provided by project managers on a regular basis supports the discipline of status reporting, including management of risk, and early identification / resolution of issues.

#### Social Considerations

Any significant social issues associated with the status of time, cost and scope for each project are considered by the Project Sponsor in conjunction with others participating in governance for the project, and other subject matter experts where relevant.

There are no significant social considerations arising directly from this report.

#### Community Engagement

Community communications and engagement plans are prepared, monitored and reviewed as part of project initiation and delivery when relevant. Any emerging issues that require communications and engagement due to variations in time, cost and scope for each project are managed by the Project Sponsor in conjunction with others participating in governance for the project, and other subject matter experts where relevant. Project delivery supports Council's Communications and Community Engagement Strategy 2015-2018 and complies with Council policy where relevant.

There are no significant community engagement requirements arising directly from this report.

#### **Environmental Implications**

Environmental implications of individual projects are considered in the 'Identify' and 'Initiation' and 'Planning' phases as part of project approach and scope. Environmental deliverables may be specified as part of the project outcomes and benefits. Project delivery complies with Council policy where relevant. There are no significant environmental implications arising directly from this report.

#### Communication

Comments or questions from Council or community arising from this report will be communicated to the relevant Project Sponsor or Program Management Office and responded to.

#### Conclusion

The Program for 2017/18 is on target with actual spend of \$3.9m representing 104% of the 30 September 2017 target, therefore on track to deliver the 30 June 2018 spend target of \$25.3m.

APPENDIX 1 PROGRAM MANAGEMENT OFFICE - PROGRAM STATUS REPORT - CAPITAL PROJECTS - 30 SEPTEMBER 2017

# 2017/18 Program Status Report - Capital Projects

# Report Date: 30 September 2017

| Project Name   | Sponsor        | Sponsoring<br>Department                    | Life of Project \$ AMENDED Project Allocation Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment  | Close Out<br>Month |
|--|----------------|---|--|--|--|--|---|---|--|---|--------------------|
| Skate Park Renewal Program   | John Bertoldi  | Strategic Asset                             | 11,424   | 11,424   |  |  |   | Initiating /  | Requirements in  | RFQ to carry out recommended works underway.  | Jun-18             |
| Anglesea Arthouse Sheds (Renew)  | John Bertoldi  | Management<br>Strategic Asset<br>Management | 225,279  | 202,160  |  |  |   | Planning Delivering   | progress Procurement in progress   | Additional budget provided as per September transfers table. Project team is investigating building code issues that may prevent the scope being split into two stages. Estimate to complete is based on only delivering the new shed and creative courtyard. Therefore positive variance exists.   | Jan-18             |
| , ,  | John Bertoldi  | Strategic Asset                             | 594,000  | 611,274  |  |  |   | Delivering  | Requirements in  | Works to be undertaken in house December - some use of  | Jun-18             |
| Reconstruction Anglesea Shopping Centre Pathway (Renew)                      | John Bertoldi  | Management Strategic Asset Management       | 1,275  | 1,275  |  |  |   | Transferred to<br>Reserve                                     | progress   | contingency required based on quote.  Project closed out and funds quarantined in Renewal Reserve for future works at this site. Funds that carried forward to be transferred to Adopted Strategy Reserve.  |                    |
| Road Safety Program  | Peter Mclean   | Engineering<br>Services                     | 70,944   | 70,944   |  |  |   | Delivering  |  | Numerous projects. Includes Road Safety Strategy<br>Implementation projects. Majority of projects under this<br>budget delivered on time and in budget. Finances and asset<br>handovers completed for all finished items with relevant work<br>orders closed out. Roll overs identified for five of the twenty<br>five work orders within this program. | Jun-18             |
| Spring Creek Rec Reserve Master Plan<br>(Stage 2) - Netball Facility Upgrade | Shaan Briggs   | Recreation and<br>Open Space<br>Planning    | 428,571  | 638,401  |  |  |   | Delivering  | Procurement in progress  | Figures not reflective of the additional \$200,000 received from the Federal Government, \$25,000 from Club. Currently subject of transfer table request.   | Jun-18             |
| Kurrambee Myaring Community<br>Centre CY01b                                  | Chris Pike     | Aged and Family<br>Services                 | 6,598,684  | 6,598,684  | •  | •  |   | Delivering  | Implementation /<br>works in progress                                      | All major procurement has been completed, still \$500k of work to be committed including car park actual costs, FFE, IT  ### Commitments in system are out by approx. \$2m.  Correction in progress with Finance. ##  | Mar-18             |
| Grenville Oval Road & Car Park OR2   | Chris Pike     | Recreation and<br>Open Space<br>Planning    | 1,740,055  | 1,738,516  |  |  |   | Delivering  | Deliver Stage concluded  | CARRY FORWARD to 2017/18. CONTINGENCY ADDED (Revised Total budget - \$1,740,055). Powercor pillar relocation done, reinstatement of footpath to be completed by end of Oct. Close Meeting held 31 Aug '18   | Oct-17             |
| Grass Tree Park (OR05)   | Kate Smallwood | Environment and<br>Community<br>Safety      | 136,383  | 136,383  |  |  |   | Delivering  | Requirements in progress   | New car park on Messmate Road to be constructed 16/17 by Tony Potter. Also prioritising works under the Masterplan and their cost estimates.  | Jun-18             |

| Project Name  | Sponsor            | Sponsoring<br>Department                 | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment   | Close Out<br>Month |
|---|--------------------|--|--|--|--|--|---|---|--|--|--------------------|
| Deep Creek Linear Reserve (OR06)                              | Kate Smallwood     | Environment and<br>Community<br>Safety   | 466,370  | 466,370  |  |  |   | Initiating /<br>Planning                                      |  | Design documents being delivered by design phase of overall project. preparing for design and construct tender. Works expected to be undertaken in March 2018. Tender process in progress  | Apr-18             |
| Bells Beach Reserve (OR10)                                    | Rowan<br>Mackenzie | Environment and<br>Community<br>Safety   | 176,289  | 170,824  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Multi-year program of projects. Fencing, Car Park, Pathway and design works. Works associated with WSUD workshop to be completed following review and scheduled work not related to workshop to be completed ASAP  | Jun-18             |
| Horseshoe Bend Rd Widening Stage<br>3c                        | Peter McLean       | Engineering<br>Services                  | 76,577   | 76,577   |  |  |   | Closed Out  |  | Invoice paid. Project closed   |                    |
| Horseshoe Bend / South Beach Road intersection upgrade (RD14) | Anne Howard        | Engineering<br>Services                  | 970,000  | 922,466  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Works commenced on site by internal crew in Aug, tracking to program and aiming for completion in early November   | Dec-17             |
| Anglesea Cricket Pavilion Upgrade Stage1                      | Shaan Briggs       | Recreation and<br>Open Space<br>Planning | 166,240  | 166,240  |  |  |   | Initiating /<br>Planning                                      |  | Amended project income should be \$80k as per council resolution.  Design is being reviewed by building surveyor, once approved will be sent to grant provider for approval.  A variation to scope and delivery timelines for grant will need to be submitted for approval. Current grant deadline is Dec 17 which will not be achieved. Grant provided is aware and part of PCG   | Jun-18             |
| Winchelsea Entrance Sculptures                                | Matt Taylor        | Economic<br>Development<br>and Tourism   | 100,000  | 100,000  |  |  |   | Delivering  |  | Part of Winchelsea Town Beautification Project. Gateway / Entrance Sculptures \$50K Council contribution and \$50K VicRoads contribution. Power supply to median requires additional \$30k which was not included in original scope even though lighting of sculptures was. Electricity connection not to proceed till funding resolved via budget process. Potential community disappointment. Sculpture construction just commenced and behind schedule. |                    |
| Connewarre Res Stage 3 Drainage<br>Upgrade                    | Shaan Briggs       | Recreation and<br>Open Space<br>Planning | 73,330   | 73,330   |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Design team and PM have reviewed the draft design plan and ready to consult with the Drainage Reference Group of the Reserve Committee. Awaiting a time/date to meet the committee on site. Works to be carried out when the site is drier.  | Dec-17             |
| Playground Strategy Implementation<br>CF                      | Shaan Briggs       | Recreation and<br>Open Space<br>Planning | 48,428   | 48,428   |  |  |   | Delivering  |  | Anglesea Riverbank is only remaining WO to be completed as part of Carry Forward.  Works have been contracted and detailed design is underway.  Works to be completed by Nov 17.   | Dec-17             |
| Lorne School Traffic Management<br>Upgrade                    | Peter McLean       | Engineering<br>Services                  | 130,951  | 130,951  |  |  |   | Initiating /<br>Planning                                      |  | Issue with planning permits and trees within School boundary impacting footpath works will require planning permit and will delay construction until after 30 June 2017. Project scope not yet completed and balance will be carried forward.  | Jun-18             |

| Project Name   | Sponsor       | Sponsoring<br>Department  | Life of Project \$  AMENDED Project Allocation  Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment  | Close Out<br>Month |
|--|---------------|---------------------------|--|--|--|--|---|---|--|---|--------------------|
| Cape Otway Road Widening Stage 5<br>(Renewal/Upgrade)              | Peter McLean  | Engineering<br>Services   | 2,667,999  | 2,617,610  |  | •  |   | Delivering  |  | PC date October 31 2017.Priority Guardrail locations being procured with installation to follow widening works. Change in design to stage 2 has enabled construction to occur with minimal issues. Final sealing works to occur in final 2 weeks of October                                       | Dec-17             |
| Future Concept Design Budget                                       | Rowena Frost  | Engineering<br>Services   | 91,950   | 91,950   |  | •  |   | Delivering  |  | Scope to budget. Not fully allocated. Provision for concept design and accurate budget cost estimates which can feed into future capital works program that may arise through Councillor or ratepayers CRMs. Mark Gibbons PM for civil design projects carried forward from 2016/17 with \$41,950 | Jun-18             |
| Pathway Ancillary Program  | Mark Gibbons  | Engineering<br>Services   | 0  | 529  |  |  |   | Closed Out  |  | Footpath works completed and all assets handovers complete for various elements of program. \$2,477 returned to source in July transfer table. Finance working to correct \$529   | 1                  |
| Beach Road Path - Alleyne to Kooringa                              | Peter McLean  | Engineering<br>Services   | 85,710   | 85,525   |  |  |   | Delivering  | Deliver Stage not yet commenced  | Consultation delayed by caretaker period. Beach Rd is still in consultation phase with owners (letters sent in December and   | Jun-18             |
| Anglesea Landfill Rehabilitation Stg 3                             | Peter McLean  | Engineering<br>Services   | 2,572,432  | 2,441,633  |  |  |   | Delivering  | Deliver Stage concluded  | Works COMPLETED (August), Awaiting Auditors report, EPA<br>Approval before issuing PC - expected late Oct   | Oct-17             |
| Anglesea Transfer Station Upgrade Stg<br>2                         | Peter McLean  | Engineering<br>Services   | 841,251  | 837,745  |  |  |   | Delivering  | Requirements in progress   | Tendering to be deferred until Jan '18 (lower priority landfill project), works to be undertaken Mar - May '18  | Jun-18             |
| Anglesea Landfill Cell 3 Wall Liner Ext                            | Peter McLean  | Engineering<br>Services   | 1,745,480  | 1,565,273  |  |  |   | Delivering  | Deliver Stage concluded  | Works COMPLETED (July), Awaiting Auditors report, EPA Approval before issuing PC - expected late Oct, ONLY \$120k   | Oct-17             |
| Anglesea Landfill Stormwater Imp-<br>Construction                  | Peter McLean  | Engineering<br>Services   | 418,901  | 127,308  |  |  |   | Closed Out  |  | Contract works complete within budget. No variations.   |                    |
| Anglesea Landfill Stage 4 Rehab -<br>Design                        | Peter McLean  | Engineering<br>Services   | 57,620   | 55,000   |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | CARRY FORWARD from 2016/17 i.e. do be undertaken on completion of Stage 3 works   | Mar-18             |
| Anglesea Landfill - Fence Replacement                              | Neil Brewster | Engineering<br>Services   | 110,000  | 110,000  |  |  |   | Delivering  | Requirements in progress   | Poor response to initial expression of interest due to tight timeframe proposed for delivery. Procurement to be reinitiated. Note interface with the new entrance gate.   | Apr-18             |
| Tarpomatic Style Alternate Daily Cover<br>System Anglesea Landfill | Peter McLean  | Engineering<br>Services   | 330,519  | 327,788  |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | Preparing tender and specification for late Oct release.  | Mar-18             |
| Realign Anglesea Transfer Station<br>Entrance                      | Peter McLean  | Engineering<br>Services   | 465,850  | 486,408  |  |  |   | Delivering  |  | Works complete except minor fencing of new gate. Anticipate completion 31/10/2017 & under original budget. \$50K previously returned to reserve as not required based on initial gate quote prior to encountering footing issues.   |                    |
| Deans Marsh Transfer Station Clean<br>Up Works                     | Peter McLean  | Engineering<br>Services   | 8,799  | 8,799  |  |  |   | Closed Out  |  | Shed removed from site and relocated to Lorne. Scope completed. Project Closed Out with savings returned to source.   | Sep-17             |
| Digital Transformation   | Anne Howard   | Information<br>Management | 150,000  | 38,162   |  |  |   | Delivering  |  | Development of digital strategy underway, and planed to bring to Council for formal endorsement May 2017 with recruitment to follow closely after   | Beyond Dec-18      |

| Project Name  | Sponsor       | Sponsoring<br>Department                 | Life of Project \$  AMENDED Project Allocation  Ex-contingency | Life of Project \$ Estimate at Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status 1=Green 2=Amber 3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment   | Close Out<br>Month |
|---|---------------|--|--|---|--|--|------------------------------------|---|--|--|--------------------|
| Activity Based Working  | Chris Pike    | People and<br>Culture                    | 50,000   | 100,000                                   |  |  |                                    | Initiating /<br>Planning                                      | Deliver Stage not yet<br>commenced   | Project Charter under review. Initial PCG meeting has been held. Project budget is to be transferred from the DT   | Jun-18             |
| Anglesea Bowls Club Upgrade   | Shaan Briggs  | Recreation and<br>Open Space<br>Planning | 1,115,000  | 1,090,000                                 |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Final design meeting has been held to approve detailed design. Demolition has been completed, site rough in and slab prep to occur mid October. Expected completion March 2018, following power or delays, discussions underway to re home bowls club for early new year eyents. | Mar-18             |
| Dickens Road Flood Mitigation   | Peter McLean  | Engineering<br>Services                  | 251,426  | 159,997                                   |  |  |                                    | Delivering  | Requirements in progress   | Further discussions being had with councillors and residents about appropriate way forward   | Jun-18             |
| Winchelsea Town Centre<br>Beautification                              | Matt Taylor   | Economic<br>Development<br>and Tourism   | 210,000  | 210,000                                   |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Part of Winchelsea Town Beautification Project.<br>Master Plan for Memorial roads, Functional Layout Plan and<br>Landscape Plan including furnishing details exhibited and   |                    |
| Aireys Inlet Pedestrian Island  | Peter McLean  | Engineering<br>Services                  | 220,000  | 220,000                                   |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Works in progress via in-house civil crew. Island delayed while waiting for Powercor to install lighting. Light installed  |                    |
| Civica Online Requisitions & AP<br>Workflow                           | John Brockway | Finance                                  | 70,000   | 70,001                                    |  |  |                                    | Delivering  | Implementation / works in progress   | AP workflow testing to commence when Tracey returns from leave in October. PM to investigate budget as the financials in   | Nov-18             |
| IT Computer Replacements  | John Bertoldi | Strategic Asset<br>Management            | 0  | 0   |  |  |                                    | Initiating /<br>Planning                                      |  | To be removed from program report  |                    |
| Hopkins St Construction & Seal  | Peter McLean  | Engineering<br>Services                  | 94,554   | 91,078                                    |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | "Slow points" constructed in June 17. Final sealing in Jan 2018  | Apr-18             |
| Beal & Trebeck Crt Road Construct &<br>Seal                           | Peter McLean  | Engineering<br>Services                  | 183,991  | 181,120                                   |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Some community concerns regarding quality of finish being addressed. Scope expended to include all of Beal Court.  Increased Special Charge Scheme income. Final seal scheduled  | Apr-18             |
| Surf Coast Highway / Beach Road<br>Traffic Lights Construction (RD04) | Anne Howard   | Engineering<br>Services                  | 1,180,092  | 1,163,746                                 |  |  |                                    | Delivering  |  | Various design issues relating to service clashes still being resolved. Work is still projected to be completed in December subject to resolution of service works   | Jan-18             |
| Reg Bike Route Horseshoe Bend Rd<br>(PCO3) - including PRC18-236      | Anne Howard   | Engineering<br>Services                  | 749,725  | 749,725                                   |  |  |                                    | Delivering  | Requirements in progress   | To be delivered with PRC18-236 - budgets to be combined  Detailed design is under review   | Jun-18             |
| Authority Software Upgrade  | Neil McQuinn  | Information<br>Management                | 45,000   | 45,001                                    |  |  |                                    | Delivering  |  | Authority/ BIS upgrade December, TRIM upgrade 19 June. The Authority upgrade has an issue with TRIM which prevents the implementation of the next version. Minor Carry Forward for remaining expenditure.  |                    |
| Winchelsea Land Purchase  | Anne Howard   | Governance and<br>Infrastructure         | 1,000  | 1,000                                     |  |  |                                    | Initiating /<br>Planning                                      |  | Funds held in Adopted Strategy Reserve less small amount for miscellaneous administrative purposes associated with purchase process. Negotiations are progressing well with the landowner but timing still unknown.  |                    |
| Mt Moriac Depot Rehabilitation -<br>Stage 1                           | Peter McLean  | Engineering<br>Services                  | 494,889  | 492,931                                   |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Relocation of stockyards to Paraparap substantially complete   | Nov-17             |
| Bells Beach MasterPlan Stg1   | Ransce Salan  | Environment and<br>Community<br>Safety   | 136,000  | 136,000                                   |  |  |                                    | Delivering  | Implementation /<br>works in progress                                      | Multi-year program. Fencing works currently awaiting cultural<br>Heritage approval and Car Park, Pathway works now require<br>further community consultation. Works not related to   | Jun-18             |

| Project Name                                     | Sponsor            | Sponsoring<br>Department                 | Life of Project \$  AMENDED Project Allocation Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment  | Close Out<br>Month |
|--|--------------------|--|---|--|--|--|---|---|--|---|--------------------|
| Asset Management Information<br>System           | Anne Howard        | Strategic Asset<br>Management            | 219,110   | 234,225  |  |  |   | Delivering  |  | Project scope not yet completed and balance will be carried forward due to final payment pending resolution of some issues  | Dec-17             |
| CCP Playzone Banyul                              | Chris Pike         | Recreation and<br>Open Space             | 1,593,409   | 1,593,426  |  |  |   | Closing   | Deliver Stage concluded  | All works complete. Closure to be completed by end of Oct.  | Oct-17             |
| The Esplanade Kerb and Sealing Stage 1           |                    | Engineering<br>Services                  | 0   | -1,927   |  |  |   | Closed Out  |  | Project Complete. Finance working to correct commitment error.  |                    |
| Anglesea Landfill - Road Construction            | Neil Brewster      | Engineering<br>Services                  | 368,821   | 368,821  |  |  |   | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | One outstanding item remains to be installed - access grid / cattle grid to address drainage issue. Specification in stage 1 drawings. All other construction complete. Decision request was prepared end 2016/17 to return \$101,808.00 to reserve with a carry forward of \$20,000 only required. | Jun-18             |
| Landscaping Deferred                             | Various            | Various                                  | 30,502  | 30,502   |  |  |   | Delivering  |  | 80% complete  | Dec-17             |
| Blackgate Rd - Horseshoe Bend Rd to<br>Minya Rd  | Peter McLean       | Engineering<br>Services                  | 766,000   | 765,950  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Works to be carried out in-house planned for December and January - drainage improvements need to be made in order to assist with construction, currently being designed  | Mar-18             |
| Torquay Deep Creek Master Plan<br>OR06           | Rowan<br>Mackenzie | Environment and<br>Community<br>Safety   | 42,496  | 42,496   |  |  |   | Initiating /<br>Planning                                      |  |   | Jun-18             |
| Trapeze Software                                 | Anne Howard        | Planning and<br>Development              | 65,000  | 63,578   |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Product in use with key users. Some issues identified which could be rectified with upgrade to version 10. Project team investigating Site Licence Fees & Upgrade to version 10, this   | Jun-18             |
| Emergency Culvert Works Erskine<br>Falls         | Peter McLean       | Engineering<br>Services                  | 311,564   | 311,564  |  |  |   | Closing   | 1  | Emergency project at two locations due to high rainfall. Insurance claim expected to cover costs. Project complete with all assets handed over. Funds requested via June Project Budget Adjustments report. May have been carried forward   |                    |
| Planning Customer Room<br>Refurbishment          | Ransce Salan       | Planning and<br>Development              | 20,000  | 20,000   |  |  |   | Project Under<br>Review                                       | Procurement in progress  | Being managed as part of PRO-091. Procurement of services and goods in progress. Implementation date to be scheduled in Oct.  | Oct-17             |
| Bellbrae Precinct Masterplan Stage 3             | Shaan Briggs       | Recreation and<br>Open Space             | 15,300  | 4,773  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Toilet block demolition completed. Landscape plan being developed, weed work required over spring/summer prior to   | Dec-17             |
| Torquay Lions / Rotary Storage Shed              | Shaan Briggs       | Recreation and<br>Open Space<br>Planning | 39,600  | 37,678   |  |  |   | Closing   |  | Shed Construction complete with all ancillary works, handover underway with club and asset maintainers  | Aug-17             |
| Forest / Grays Road Upgrade<br>(Renewal/Upgrade) | Anne Howard        | Engineering<br>Services                  | 2,080,000   | 2,080,000  |  |  |   | Delivering  | Requirements in progress   | Design under way. Construct in 2017/8 FY. Tender advertising commencing middle October  | Jun-18             |
| Unsealed Road Network Strategy<br>(Renewal)      | Peter McLean       | Engineering<br>Services                  | 3,800   | 5,849  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Draft report received from consultants being considered   | Dec-17             |
| Ten Bus Shelters - PTV Grant                     | Peter McLean       | Engineering<br>Services                  | 165,000   | 155,702  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | 9 of 10 bus shelters finished. 1 location met with significant objection. Final shelter delayed due to resident concern and   | Dec-17             |
| Disaster Relief Projects                         | Peter McLean       | Engineering<br>Services                  | 182,000   | 1,110,148  |  |  |   | Delivering  | Procurement in progress  | Final designs for Clissold and Allenvale Road repairs received<br>August and approved. Construction delayed by design and will  |                    |
| Bus Bay & Road Widening Strathmore<br>Drv        | Peter McLean       | Engineering<br>Services                  | 80,001  | 80,001   |  |  |   | Delivering  | Requirements in  | Scope change to be advised by PTV to shift location and timeframes. Council meeting Tuesday 22/7/17 should advise   | Jun-18             |

| Project Name  | Sponsor            | Sponsoring<br>Department                   | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works |   | Close Out<br>Month |
|---|--------------------|--|--|--|--|--|---|---|--|---|--------------------|
| Bus Bay & Road Widening SC<br>Secondary College       | Peter McLean       | Engineering<br>Services                    | 75,000   | 75,000   |  |  |   | Delivering  | Procurement in progress  | Design and construction requirements being reviewed by VicRoads. Cutting it fine with delivery timeframes if VicRoads require a prequalified contractor and restrict construction   | Dec-17             |
| Forest Road pavement Rehabilitation                   | John Bertoldi      | Engineering<br>Services                    | 345,602  | 332,148  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Contracted works completed. Some verge work required to be done in house. May require minor use of contingency  | May-18             |
| Authority Trim Integration                            | Anne Howard        | Information<br>Management                  | 50,000   | 55,815   |  |  |   | Delivering  |  | Awaiting for TRIM upgrade. Encountering issues with performance therefore carried forward from 2016/17. Neil McQuinn to discuss over-commitment with Anne Howard to determine if first year maintenance cost is extracted from project commitment to recurrent expenditure. | Jun-18             |
| Winchelsea Units Repurchase                           | John Chatterton    | Business<br>Improvement                    | 428  | 428  |  |  |   | Closed Out  |  | Can be closed. Finances finalised. Asset handover completed   | Sep-17             |
| Fischer & Beach Rd Roundabout<br>Renewal              | John Bertoldi      | Strategic Asset<br>Management              | 137,890  | 137,890  |  |  |   | Closing   |  | Works complete - WO not closed as we are expecting payment from Barwon Water for additional works required due to poor reinstatement of Barwon Water works  |                    |
| Anglesea Riding Club-Ecopod Pavilion                  | Jarrod<br>Westwood | Recreation and<br>Open Space<br>Planning   | 57,000   | 52,000   |  |  |   | Delivering  |  | Construction stage, funds to be disbursed on proof of building completion. Building Frame complete, expecting invoice on completion of fitout. November transfer of funds   | Nov-17             |
| Digital Signatories                                   | Anne Howard        | Information<br>Management                  | 30,000   | 0  |  |  |   | Initiating /<br>Planning                                      |  | Carried forward from 2016/17. Neil McQuinn to discuss whether this project needs to commence now or can wait  |                    |
| Local Rds to Market Program: Cressy                   | Peter McLean       | Engineering                                | 1,011,333  | 1,011,333  |  |  |   | Delivering  | Requirements in  | Works to be undertaken in house in 2018   |                    |
| Guard Rail Renewal                                    | John Bertoldi      | Engineering<br>Services                    | 20,655   | 20,655   |  |  |   | Initiating /<br>Planning                                      | Deliver Stage not yet<br>commenced   | Confirming priorities for installations   | May-18             |
| Globe Theatre Heritage<br>Refurbishment               | Travis Nelson      | Recreation and<br>Open Space<br>Planning   | 77,000   | 74,495   |  |  |   | Delivering  | Deliver Stage concluded  | Heritage Works Completed Final report drafted for heritage<br>Victoria awaiting financial reconciliation  | Sep-17             |
| Road Reinstatements - Powercor<br>Projects            | Peter McLean       | Engineering<br>Services                    | 238,778  | 238,778  |  |  |   | Delivering  | Requirements in progress   | Works to commence in October  | Feb-18             |
| Surf Coast Civic Precinct Microgrid                   | Rowan<br>Mackenzie | Environment and<br>Community<br>Safety     | 113,700  | 0  |  |  | 0   | Initiating /<br>Planning                                      |  | Potential re-scoping of project to Surf Coast Shire Renewable<br>Energy Precinct as the landscape around micro-grids has<br>changed significantly in the last 2-4 months.   | Jun-18             |
| Sealed Road Renewal - Tree Trimming contingency       | John Bertoldi      | Strategic Asset<br>Management              | 471,268  | 471,268  |  |  |   | Initiating /<br>Planning                                      |  |   |                    |
| Township LATM, Parking and<br>Pedestrian Improvements | Peter Mclean       | Engineering<br>Services                    | 86,000   | 86,000   |  |  |   | Delivering  |  | Various projects at different stages of delivery.   | May- <b>1</b> 8    |
| Winchelsea Netball Pavilion Upgrade                   | Chris Pike         | Recreation and<br>Open Space<br>Planning   | 313,000  | 550,000  |  |  |   | Initiating /<br>Planning                                      |  | Financials not reflective of committed Federal funds. Currently being finalised as formal agreement   |                    |
| DDA Program Annual Allocation                         | Travis Nelson      | Facilities and<br>Open Space<br>Operations | 91,000   | 91,000   |  |  |   | Initiating /<br>Planning                                      |  | Charter to be finalised shortly, project will be delivered on a scope to budget basis.  | Jun-18             |

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|---|--------------------|---|---|--|--|--|---|---|--|---|--------------------|
| Painkalac Creek Pathway - Feasibility /<br>Design   | Peter McLean       | TBC - Recreation<br>and Open Space<br>Planning? | 60,000  | 60,000   |  |  |   | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | Project Manager under review. More strategic approach by<br>Open Space Planner with Richard Bain as Technical expert<br>maybe better. EMT to discuss 11 Oct 17  | Jun-18             |
| Jan Juc Zone 2 Masterplan<br>Implementation   | Kate Smallwood     | Environment and<br>Community<br>Safety          | 111,850   | 111,850  |  |  |   | Initiating /<br>Planning                                      |  | JW is not project owner - it is environment (DG 4/10/17). Early discussions around need for extensive community consultation, potential to push into a 2 year delivery with design and consultation only in 17/18   | Jun-18             |
| Bike Path & Pathway Infrastructure  | Peter Mc Lean      | Engineering<br>Services                         | 38,000  | 38,000   |  |  |   | Delivering  |  | Various projects at different stages of delivery.   | Jun-18             |
| Lorne Pathway Project   | Peter Mc Lean      | Engineering<br>Services                         | 28,000  | 28,000   |  |  |   | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | Scoping of project under investigation. Alternative solutions under consideration   | Dec-17             |
| Moriac Pathway Project  | Peter Mc Lean      | Engineering<br>Services                         | 22,000  | 22,000   |  |  |   | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | Project scoping and community consultation yet to commence  | Jun-18             |
| Torquay Grossmans Road Pathway<br>Project   | Peter Mc Lean      | Engineering<br>Services                         | 12,500  | 12,500   |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | Site meeting with School arranged to scope extent of works & timing   | Dec-17             |
| Winchelsea Pathway Project  | Peter Mc Lean      | Engineering<br>Services                         | 120,000   | 111,575  |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | Scoping of project under investigation. Consultation with<br>Barwon River stakeholders commenced  | Beyond Dec-18      |
| Torquay Tigers Cricket Club Practice<br>Facility Improvement Project Stage 1<br>& Stage 2 | Jarrod<br>Westwood | Recreation and<br>Open Space<br>Planning        | 25,000  | 25,000   |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | Project charter under review by Torquay Cricket Club. Club has reneged on original scope and funding discussions. Land manager has scheduled a meeting to follow up with the president of the Cricket Club. Delays in starting Project as per the original schedule now put this Project at risk of not being delivered before the night iar markets. | Feb-18             |
| Anglesea Netball Club Car Park Design   | Jessica Bennett    | Recreation and<br>Open Space<br>Planning        | 10,000  | 10,000   |  |  |   | Delivering  | Procurement in progress  | Project Charter is approved. Initial design and costing is underway by Council's in house design team so that a considered estimate for budget bids in November 2017 can be   | Mar-18             |
| Surf Coast Highway to KMCC Pathway<br>Link (PC02)   | Peter McLean       | Engineering<br>Services                         | 42,500  | 42,500   |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Path complete, Landscaping October / November   | Dec-17             |
| Stribling Reserve Change Rooms<br>Design  | Shaan Briggs       | Recreation and<br>Open Space<br>Planning        | 86,000  | 86,000   |  |  |   | Initiating /<br>Planning                                      |  | Project initiation meeting completed. Continue work on developing project charter and delivery method   | Mar-18             |
| Stribling Reserve Sports Lighting<br>Upgrade  | Shaan Briggs       | Recreation and<br>Open Space<br>Planning        | 90,000  | 90,000   |  |  |   | Initiating /<br>Planning                                      |  | Project initiation meeting completed. Continue work on developing project charter and delivery method. Changes to project budget are being made via transfer table.   | Jun-18             |
| Shopping Centre Improvements  | Travis Nelson      | Economic<br>Development                         | 22,500  | 22,500   |  |  |   | Project Under<br>Review                                       | Requirements in progress   | Project kick off to be scheduled  | Jun-18             |
| Drainage Upgrades Discretionary<br>Works  | Peter McLean       | Engineering<br>Services                         | 150,000   | 150,000  |  |  |   | Delivering  | Procurement in progress  | 3 projects delivered. In delivering stage for Charles Street,<br>McMahon Ave and Spring valley Drive works.   | Jun-18             |
| Road Safety Discretionary Works   | Peter Mc Lean      | Engineering<br>Services                         | 15,000  | 15,000   |  |  |   | Initiating /<br>Planning                                      | Requirements in progress   | Various projects at different stages of delivery.   | Jun-18             |

| Project Name  | Sponsor       | Sponsoring<br>Department                 | Life of Project \$  AMENDED Project Allocation Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment   | Close Out<br>Month |
|---|---------------|--|---|--|--|--|---|---|--|--|--------------------|
| Road Safety Improvements at School<br>Sites                                 | Peter Mclean  | Engineering<br>Services                  | 54,500  | 54,500   |  |  |   | Delivering  | Requirements in progress   | Various projects at different stages of delivery.  | May-18             |
| Road Safety Strategy Implementation   | Peter Mclean  | Engineering<br>Services                  | 61,000  | 61,000   |  |  |   | Delivering  | Requirements in progress   | Various projects at different stages of delivery.  | May-18             |
| Rural Road Safety Improvements  | Peter Mclean  | Engineering<br>Services                  | 131,000   | 131,000  |  |  |   | Delivering  | Requirements in progress   | Various projects at different stages of delivery.  | May-18             |
| Street Light Upgrades and<br>Maintenance                                    | Peter McLean  | Engineering<br>Services                  | 15,000  | 15,000   |  |  |   | Delivering  | Implementation /<br>works in progress                                      |  | May-18             |
| Customer Experience Function<br>Furniture                                   | Damian Waight | Community<br>Relations                   | 5,000   | 5,000  |  |  |   | Delivering  |  | Equipment and furniture requirements for the new customer<br>Experience coordinator role in progress   | Nov-18             |
| Gnarwarre Road Culvert (Renewal)  | John Bertoldi | Strategic Asset<br>Management            | 97,000  | 2,050  |  |  |   | Delivering  | Requirements in progress   | Project subject to re-scoping in light of condition of culvert<br>and proposed action plan. Unlikely to use 17/18 allocation of<br>funds.                        | Apr-18             |
| Hesse Street, Winchelsea<br>(Renewal/Expansion)                             | John Bertoldi | Strategic Asset<br>Management            | 408,000   | 408,000  |  | 0  | 0   | Delivering  | Requirements in progress   | Various design challenges concerning the rural road profile, high crown. Potential costs not yet known, working through with design.                             | Jun-18             |
| Stribling Reserve Stadium Ventilation                                       | Shaan Briggs  | Recreation and<br>Open Space<br>Planning | 41,000  | 41,000   |  |  |   |   |  | Project initiation meeting completed. Preparing charter and RFQ documentation for pre -Christmas works.  | Jun-18             |
| Drainage Renewal Program  | John Bertoldi | Strategic Asset<br>Management            | 47,000  | 47,000   |  |  |   | Delivering  | Procurement in progress  | Clissold Street contractor engaged, to commence delivery in couple of weeks. Leftover funds so further projects being scoped and procurement underway.           | Jun-18             |
| Footpath Renewal Program  | John Bertoldi | Strategic Asset<br>Management            | 83,000  | 83,000   |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Hesse St and William St footpaths are complete. Details in D17/74853   | Jun-18             |
| Duncan Street Footpath Renewal  | John Bertoldi | Strategic Asset<br>Management            | 61,000  | 61,000   |  |  |   | Initiating /<br>Planning                                      |  | Design (internal) to commence in September 17  | Dec-18             |
| Kerb Renewal Program  | John Bertoldi | Strategic Asset<br>Management            | 87,000  | 87,000   |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Works at Dwyer Street, Armitage Street and Deppeler Avenue are complete. Design Team has organised external survey and design for Bennett Street prior to works. | Jun-18             |
| Unsealed Road Renewal Program   | John Bertoldi | Strategic Asset<br>Management            | 763,000   | 763,000  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Works have commenced in accordance with the program.   | Jun-18             |
| Sealed Road Renewal Program   | John Bertoldi | Strategic Asset<br>Management            | 243,000   | 243,000  |  |  |   | Delivering  | Implementation /<br>works in progress                                      | Reseal & Asphalt Tenders closing in August, award in Oct   | Jun-18             |
| Sealed Road Renewal Program -<br>Pavement Rehabilitation                    | John Bertoldi | Strategic Asset<br>Management            | 165,000   | 165,000  |  |  | •   | Delivering  | Implementation /<br>works in progress                                      | Rehab Works at Normanby Tce completed. New asphalt contract awarded to Greenhalls  | Jun-18             |
| Sealed Road Renewal Program -<br>Horseshoe Bend Road (add to PRC17-<br>093) | John Bertoldi | Strategic Asset<br>Management            | 371,000   | 371,000  |  |  |   | Delivering  | Requirements in progress   | To be delivered with PRC17-093 Budget to be transferred  | Jun-18             |
| Bridge Renewal Program  | John Bertoldi | Strategic Asset<br>Management            | 33,000  | 30,000   |  |  |   | Initiating /<br>Planning                                      |  | Project Charter complete (& approved). Bridge sites (2 No.)<br>and scope of works identified. (\$18,000 transferred out to<br>Cape Otwav Rd project)             | Jun-18             |

| Project Name  I.T. Renewal Program                      | <b>Sponsor</b><br>John Bertoldi | Sponsoring<br>Department<br>Strategic Asset | Life of Project \$  AMENDED Project Allocation Ex-contingency | Life of Project \$ Estimate at Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status 1=Green 2=Amber 3=Red | Scope Status 1=Green 2=Amber 3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment   | Close Out<br>Month<br>Jun-18 |
|---|---------------------------------|---|---|---|--|-----------------------------------|------------------------------------|---|--|--|------------------------------|
| Building Renewal Program                                | John Bertoldi                   | Management Strategic Asset Management       | 296,000   | 296,000                                   |  |                                   |                                    | Planning Initiating / Planning                                | Requirements in progress   | Project is in planning phase Insurance Claim income \$22k received - Anglesea  | Jun-18                       |
| Fencing Renewal Program                                 | John Bertoldi                   | Strategic Asset                             | 72,000  | 72,000                                    |  |                                   |                                    | Delivering  | Procurement in   | Kindergarten & Aireys Inlet Hall Shade Sails and internal wall damage Winchelsea Community House  Charter approved. Project light documentation completed. | Jun-18                       |
|   |                                 | Management                                  | ·   |   |  |                                   |                                    |   | progress   | Works in progress  |                              |
| Bike Park Renewal Program                               | John Bertoldi                   | Strategic Asset<br>Management               | 27,000  | 27,000                                    |  |                                   |                                    | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | Works to commence summer 2018 and be scoped to budget  | Jun-18                       |
| Structure Renewal Program                               | John Bertoldi                   | Strategic Asset<br>Management               | 98,000  | 98,000                                    |  |                                   |                                    | Initiating /<br>Planning                                      | Requirements in progress   | Charter approved. Project light documentation completed.<br>Works to be planned.   | Jun-18                       |
| Soft Playing Surface Renewal Program                    | John Bertoldi                   | Strategic Asset<br>Management               | 102,000   | 102,000                                   |  |                                   |                                    | Delivering  | Implementation /<br>works in progress                                      | Program started. Works will be undertaken over the course of the financial year  | Jun-18                       |
| Lighting Renewal Program (bollard lighting at reserves) | John Bertoldi                   | Strategic Asset<br>Management               | 25,000  | 25,000                                    |  |                                   |                                    | Project Under<br>Review                                       | Deliver Stage not yet commenced  | Project kick off completed. Project light documentation & charter to be written and approved.  | Jun-18                       |
| Park Furniture Renewal Program                          | John Bertoldi                   | Strategic Asset<br>Management               | 144,000   | 144,000                                   |  |                                   |                                    | Delivering  | Implementation /<br>works in progress                                      | Program started. Works will be undertaken over the course of the financial year  | Jun-18                       |
| Nature Reserve Renewal Program                          | John Bertoldi                   | Recreation and<br>Open Space<br>Planning    | 43,000  | 43,000                                    |  |                                   |                                    | Delivering  | Multiple items at<br>various stages of<br>delivery                         | Works consist of many small projects mainly focusing on vegetation management. \$16K spent so far, further \$4k committed. On tracks                       | Jun-18                       |
| Playground Renewal Program                              | John Bertoldi                   | Strategic Asset<br>Management               | 95,000  | 95,000                                    |  |                                   |                                    | Initiating /<br>Planning                                      | Requirements in progress   | Charter approved. Project light documentation completed.<br>Works to be planned.   | Jun-18                       |
| Coogoorah Playground Renewal                            | John Bertoldi                   | Strategic Asset<br>Management               | 186,000   | 186,000                                   |  |                                   |                                    | Initiating /<br>Planning                                      | Requirements in progress   | Project manager resource TBC   | Jun-18                       |
| Heavy Plant Replacement Program                         | John Bertoldi                   | Strategic Asset<br>Management               | 1,030,000   | 1,030,000                                 |  |                                   |                                    |   |  | Program delivery underway  | Jun-18                       |
| Light Fleet Replacement Program                         | John Bertoldi                   | Strategic Asset<br>Management               | 443,000   | 443,000                                   |  |                                   |                                    |   |  | Program delivery underway  | Jun-18                       |
| Facility Signage Renewal Program                        | John Bertoldi                   | Strategic Asset<br>Management               | 15,000  | 15,000                                    |  | 0                                 | 0                                  | Initiating /<br>Planning                                      |  | Awaiting completion of Signage Policy review refer Shaan<br>Briggs   | Jun-18                       |
| Barwon River Playground Renewal                         | John Bertoldi                   | Strategic Asset Management                  | 156,000   | 156,000                                   |  | 0                                 | •                                  | Initiating /<br>Planning                                      | Deliver Stage not yet commenced  | Project on hold as it may be re-scoped as a potential advocacy project for the State/Fed election. Shaan B to confirm.                                     | Jun-18                       |
| Spring Creek Toilet Renewal                             | John Bertoldi                   | Strategic Asset Management                  | 127,000   | 127,000                                   |  |                                   |                                    | Initiating /<br>Planning                                      | Requirements in progress   | Charter established  | Jun-18                       |
| Bob Pettitt Tennis Courts Renewal  DT Customer View     | John Bertoldi<br>Anne Howard    | Strategic Asset Management Information      | 70,000<br>500,000   | 70,000<br>500,000                         |  | •                                 | 0                                  | Initiating / Planning Initiating /                            | Deliver Stage not yet commenced  | Initial kick off meeting completed. Project to commence at the end of peak tennis season Feb/March 2018.  Charter preparation in progress                  | Jun-18                       |
| DI CUSTOINEI VIEW                                       | ranie Howard                    | Management                                  | 300,000   | 300,000                                   |  |                                   |                                    | Planning  |  | Charter preparation in progress  |                              |

|  |                          |                               | Life of Project                            | Life of Project   |                             |                             |                             | PHASE                    | STAGE OF DELIVERING                |   |                    |
|--|--------------------------|-------------------------------|--|-------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------|------------------------------------|---|--------------------|
|  |                          |                               | \$   | \$<br>Estimate at | <b>-</b>                    |                             |                             | Initiating /             | PHASE<br>Requirements              |   |                    |
| Project Name   | Sponsor                  | Sponsoring<br>Department      | AMENDED Project Allocation  Ex-contingency | Completion        | 1=Green<br>2=Amber<br>3=Red | 1=Green<br>2=Amber<br>3=Red | 1=Green<br>2=Amber<br>3=Red | Planning                 | Procurement  Implementing / Works  | Status Comment  | Close Out<br>Month |
|  |                          |                               |  |                   |                             |                             |                             | Closing<br>Closed Out    |                                    |   |                    |
| DT One Family One File   | Anne Howard              | Information<br>Management     | 20,000                                     | 20,000            |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| DT Activity Based Working  | Chris Pike               | People and<br>Culture         | 100,000                                    | 100,000           |                             |                             |                             | Project Under<br>Review  | Deliver Stage not yet commenced    | Project may be amalgamated into original ABW carry forward PRC17-077. Refer updated notes PRC17/077. Note that \$50k of this budget relates to wifi enabling. | 1                  |
| DT Other Initiatives   | Anne Howard              | Information<br>Management     | 473,000                                    | 473,000           |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| DT Business Backfill   | Anne Howard              | Information<br>Management     | 300,000                                    | 300,000           |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| DT Customer Engagement Activities  | Anne Howard              | Information<br>Management     | 50,000                                     | 50,000            |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| Anglesea Landfill Composting Area<br>D&C   | Peter McLean             | Engineering<br>Services       | 90,000                                     | 110,180           |                             | 0                           |                             | Delivering               | Procurement in progress            | Landserv's design complete. Tendering of works mid-late October. PCG estimate that the construction costs will likely exceed the allocated budget             | Dec-17             |
| Anglesea Landfill Leachate Pond  | Peter McLean             | Engineering<br>Services       | 328,000                                    | 300,000           | 0                           |                             |                             | Initiating /<br>Planning | Requirements in progress           | Design completed in 2016/17, Project Charter approved. Tendering in Nov, works in early 2018.   | May-18             |
| Anglesea Landfill Stage 3D Liner   | Peter McLean             | Engineering<br>Services       | 1,016,000                                  | 1,506,050         |                             | <b>(</b>                    |                             | Initiating /<br>Planning | Procurement in progress            | Tenders received for works exceed allocated budget, additional funds (est. \$500k) required.  | May-18             |
| Anglesea Art House internal refurbishment  | John Bertoldi            | Strategic Asset<br>Management | 20,000                                     | 20,000            |                             |                             |                             | Project Under<br>Review  | Deliver Stage not yet<br>commenced | Project will not commence until PRC17-018 is completed  | Under Review       |
| Torquay SES drainage upgrade   | Mark Gibbons             | Engineering<br>Services       | 15,000                                     | 15,000            |                             |                             |                             | Initiating /<br>Planning |                                    | Sponsor to confirm charter and requirements.  | Jun-18             |
| Airey's Inlet bottom shops pedestrian  | Peter Mclean             | Engineering                   | 14,000                                     | 14,000            |                             |                             |                             | Initiating /             |                                    | Charter preparation to commence in late 2017  | Mar-18             |
| DT Contingency Digital<br>Transformation   | Anne Howard              | Information<br>Management     | 700,000                                    | 700,000           |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| DT Core Systems  | Anne Howard              | Information<br>Management     | 400,000                                    | 400,000           |                             |                             |                             | Initiating /<br>Planning |                                    | Charter preparation in progress   |                    |
| Lorne Historical Society Building<br>Façade  | Shaan Briggs             | TBC                           | 50,000                                     | 50,000            |                             |                             |                             | Initiating /<br>Planning |                                    | Project imitation meeting completed. Need further refinement with PCG   | Jun-18             |
| Cape Otway Rd/Winchelsea-Deans<br>Marsh Road Intersection safety   | Peter McLean             | Engineering<br>Services       | 20,000                                     | 20,000            |                             |                             |                             | Initiating /<br>Planning |                                    |   |                    |
| Federal Blackspot Programming<br>funding (\$1.714m) and corresponding<br>Cape Otway Road Stage 6 upgrade | Anne Howard              | Engineering<br>Services       | 1,714,000                                  | 1,714,000         |                             |                             |                             | Delivering               | Procurement in progress            | Procurement underway, closing end October. Construction expected during summer period.  | Apr-18             |
| Cape Otway Road Bridge<br>Strengthening (Renewal)  | John Bertoldi            | Strategic Asset<br>Management | 16,500                                     | 16,500            |                             |                             |                             | Delivering               | Requirements in progress           | Design nearing completion, works to occur as part of Bridge renewal program   | Nov-17             |
| Jan Juc PreSchool Outdoor Space<br>Expansion   | Early Years and<br>Youth | Aged and Family<br>Services   | 8,184                                      | 8,184             |                             | 0                           |                             | Initiating /<br>Planning |                                    | Delivery stage completed. Invoices to be paid, Asset handovers to occur and Project Closure report.   | Oct-17             |
| Spring Creek Tennis Club Roof<br>Replacement (Renewal)   | John Bertoldi            | Strategic Asset<br>Management | 3,217                                      | 3,217             |                             |                             |                             | Initiating /<br>Planning |                                    | John Bertoldi and John Chatterton reviewing roof replacement budgets and will advise Mgr PMO  | : Mar-18           |
| Bellbrae Rec Res Toilet Roof<br>Replacement (Renewal)  | John Bertoldi            | Strategic Asset<br>Management | 4,383                                      | 4,383             |                             |                             |                             | Initiating /<br>Planning |                                    | John Bertoldi and John Chatterton reviewing roof replacement budgets and will advise Mgr PMO  | : Mar-18           |

| Project Name                                       | Sponsor       | Sponsoring<br>Department      | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE  Requirements  Procurement  Implementing / Works | Status Comment   | Close Out<br>Month |
|--|---------------|-------------------------------|--|--|--|--|---|---|--|--|--------------------|
| Globe Theatre Roof Replacement (Renewal)           | John Bertoldi | Strategic Asset<br>Management | 18,700   | 18,700   |  |  |   | Initiating /<br>Planning                                      |  | John Bertoldi and John Chatterton reviewing roof replacement budgets and will advise Mgr PMO | Mar-18             |
| Winchelsea Tea Rooms Roof<br>Replacement (Renewal) | John Bertoldi | Strategic Asset<br>Management | 18,700   | 18,700   |  |  |   | Initiating /<br>Planning                                      |  | John Bertoldi and John Chatterton reviewing roof replacement budgets and will advise Mgr PMO | Mar-18             |
| Project Savings Account                            | N/A           |                               | 14,952   | 0  |  |  |   |   |  | Project Savings Account  |                    |

5.1 Program Status Report - July to September Quarter 2017

APPENDIX 2 PROGRAM MANAGEMENT OFFICE - PROGRAM STATUS REPORT - OPERATIONAL PROJECTS - 30 SEPTEMBER 2017

# 2017/18 Program Status Report - Operational Projects

# Report Date: 30 September 2017

| Project Name   | Sponsor            | Sponsoring<br>Department                   | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment  | Close Out<br>Month |
|--|--------------------|--|--|--|--|--|---|---|---|---|--------------------|
| Aged and Family Strategy Implementation                                    | Bronwyn<br>Saffron | Aged and Family                            | 34,854   | 34,854   |  | •  |   | Delivering  | Implementation /<br>works in progress                                   | Our living histories project has commenced and will be completed for Seniors/Children's Weeks in October 2017 . Junk trunk activity delivered in Jan. Youth Mobile space has been developed and net commitment of \$8K approx. in the system. Pod has been delivered and commenced outfitting. Additional \$7,000 contribution from Lions towards Youth Pod. Funds to be spent by December 2017 | Jan-18             |
| Anglesea Futures and Anglesea River  | Ransce Salan       | Environment and<br>Community Safety        | 23,341   | 23,341   |  | •  |   | Closed Out  |   | Next stage of project is PRO18  |                    |
| Bells Beach Coastal Management Plan  | Ransce Salan       | Environment and<br>Community Safety        | 150,000  | 150,000  | •  | •  |   | Delivering  | Implementation /<br>works in progress                                   | Multi-year program. On-going operating costs related to the use and management of the reserve   | Jun-18             |
| Digital Strategy Development   | Anne Howard        | Information<br>Management                  | 70,000   | 70,000   |  |  |   | Initiating / Planning   |   | Not yet initiated. Awaiting Digital Transformation scoping activities. Carried forward from 2016/17.  |                    |
| Domestic Animal Management Plan Review                                     | Bill Cathcart      | Planning and<br>Development                | 37,215   | 32,359   | •  | •  | •   | Delivering  | Implementation /<br>works in progress                                   | Internal and external workshops completed successfully. Co<br>design internal workshop to be scheduled to develop new<br>DAMP. PDR to be raised to reschedule original milestone dates.   | Mar-18             |
| Environmental Leadership   | Ransce Salan       | Environment and<br>Community Safety        | 445,558  | 445,558  |  |  |   | Delivering  |   | Updating program charter to reflect 2017/18 priorities  | Beyond Dec-18      |
| Electronic Scoreboard - Stribling Reserve -<br>Lorne Football Netball Club | Shaan Briggs       | Recreation and<br>Open Space<br>Planning   | 20,000   | 20,000   | •  | •  |   | Initiating / Planning   |   | Electronic scoreboard to align with CFNP project. Scope change has now been agreed to with Stribling Changeroom to Oval Lighting Project (\$200k) and a further \$30k is committed from the Federal Government toward an electronic scoreboard contribution. Agreements for funding contributions not yet finalised.  | Jun-18             |
| Building Disability Discrimination Audit (DDA)                             | Travis Nelson      | Facilities and<br>Open Space<br>Operations | 55,985   | 55,985   |  |  |   | Closed Out  | Deliver Stage concluded   | Project closed. Remaining funds \$14,215 can be returned to source.   | Aug-17             |
| PS Amend Torquay Town Ctr Carpark Study<br>(via statutory framework)       | Bill Cathcart      | Planning and<br>Development                | 20,000   | 227  |  |  |   | Closing   |   | Minister approved in July, gazetted in August. RF to follow-up closure with Karen.  | Sep-17             |

| Project Name   | Sponsor            | Sponsoring<br>Department               | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment  | Close Out<br>Month |
|--|--------------------|--|--|--|--|--|---|---|---|---|--------------------|
| Torquay Jan Juc DCP Review   | Anne Howard        | Strategic Asset<br>Management          | 120,000  | 120,000  | •  | •  |   | Delivering  |   | Multi year project  Consultant contracts have been awarded and review underway.  Overall project program has been revised from discussion with PCG  | Beyond Dec-18      |
| Kurrambee Myaring Centre Op Model  | Chris Pike         | Aged and Family                        | 130,000  | 129,999  |  | •  | •   | Delivering  | Implementation /<br>works in progress                                   | Ops Model progressing to program.  Overseen by Aged and Family Services Manager and being reported to PCG   | Mar-18             |
| Winchelsea Common lead shot management   | Rowan<br>Mackenzie | Environment and<br>Community Safety    | 343,214  | 343,214  |  | •  |   | Delivering  |   | Project scope not completed in 2016/17 and balance carried forward as cost & staging of site remediation still TBC by DELWP. SCS contribution will now be targeted to beatification/improvement of reserve NOT remediation. | Jun-18             |
| Winchelsea Depot - Site Masterplan   | Peter McLean       | Engineering<br>Services                | 9,001  | 9,001  |  | •  |   | Delivering  |   | Site feature survey completed. Priority and extent of works agreed. Improved washing disposal system being designed.  | Jun-18             |
| Surfing Museum Concept Design Project<br>(Great Ocean Road Experience Project) | Ransce Salan       | Economic<br>Development and<br>Tourism | 115,000  | 115,000  |  |  |   | Delivering  | Implementation /<br>works in progress                                   | Consultants presented at EMT meetings and Council Briefing on thematic concepts and site considerations.  | Dec-17             |
| Hesse Street Pedestrian Bridge Design  | Peter McLean       | Engineering<br>Services                | 36,276   | 35,867   |  |  |   | Delivering  | Implementation /<br>works in progress                                   | Design complete, communicating outcomes   |                    |
| Strengthening Town Boundaries Review   | Bill Cathcart      | Planning and<br>Development            | 30,001   | 30,001   | •  | •  |   | Delivering  | Implementation /<br>works in progress                                   | Tabled at September Council Meeting. Discussion paper to be available on website. Will invite communities to information meeting according to council resolution.   | Jun-18             |
| Rural Hinterland Strategy (Hinterland Futures)                                 | Matt Taylor        | Economic<br>Development and<br>Tourism | 85,232   | 85,232   |  | •  | •   | Delivering  | Implementation /<br>works in progress                                   | Draft Background Report and Issues and Opportunities Paper finalised after review by internal stakeholders. Documents to be adopted by Council in October meeting prior to public exhibition                                | Jun-18             |
| Remediation of Land Hendy Main Rd  | Peter McLean       | Engineering<br>Services                | 43,843   | 43,843   |  | •  | •   | Closed Out  |   | EPA 53X certification received. Balance of funds remaining on this account at end of 2016/17 were consolidated with PRC17-100 Mt Moriac Depot Rehabilitation, including relocation of stockyards to Paraparap.              | Sep-17             |
| PS Amend Bells Beach Hinterland (via statutory framework)                      | Bill Cathcart      | Planning and<br>Development            | 12,000   | 12,000   |  |  |   | Delivering  |   | Referred to an independent panel by council at the August Council meeting.  | Jun-18             |
| Early Years Strategy Implementation  | Bronwyn<br>Saffron | Aged and Family                        | 18,755   | 18,755   | •  | •  |   | Delivering  | Implementation /<br>works in progress                                   | Project started. Draft Dashboard and Survey developed for review process - being implemented over first quarter 2017/18, unspent funds will be expended in late 2017.   | Jun-18             |

| Project Name   | Sponsor            | Sponsoring<br>Department               | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment  | Close Out<br>Month |
|--|--------------------|--|--|--|--|--|---|---|---|---|--------------------|
| Winchelsea Town Centre Structure Plan                                  | Ransce Salan       | Planning and<br>Development            | 20,000   | 65   | •  | •  | •   | Closing   |   | Was recommended to be cancelled at end of in 2016/17. EMT request to carry forward until there is understanding of the alternative project. Refer closure report D17/72861  RF send closure report to EMT to finalise.  |                    |
| HACC Bushfire Heatwave Preparation                                     | Bronwyn<br>Saffron | Aged and Family                        | 53,640   | 53,640   | •  | •  | •   | Delivering  |   | Direct client program of heatwave prep activities being implemented. This will be approx. \$6500. \$2120 incorrect expenditure against this account will be re-posted to Vulnerable Persons in Emergency Program. CARRY FORWARD balance approx. \$6500 in HACC Bushfire Heatwave Preparation for Climate Change project in conjunction with Environment and Community Safety expenditure in August. | Nov-17             |
| PS Amend C96 Envir. Overlays Review (via statutory framework)          | Bill Cathcart      | Planning and<br>Development            | 10,000   | 10,000   | •  | •  |   | Delivering  |   | Council considered the panel report and adoption of the amendment at September council meeting. Next step is finalisation to send to Minister for approval by end Dec 17. Then advertise gazettal.  | Jan-18             |
| PS Amend C85 Waterway, Wetland & Flooding (via statutory framework)    | Bill Cathcart      | Planning and<br>Development            | 15,001   | 15,001   |  |  |   | Delivering  |   | Council considered the panel report and adoption of the amendment at September council meeting. Next step is finalisation to send to Minister for approval by end Dec 17. Then advertise gazettal.  | Jan-18             |
| Spring Creek PSP and PS Amendment                                      | Bill Cathcart      | Planning and<br>Development            | 615,897  | 615,896  |  |  |   | Delivering  |   | Reporting to Council in October to consider adoption.   | Jun-18             |
| Street Light Program Upgrade   | Peter McLean       | Engineering<br>Services                | 428,000  | 428,000  |  |  |   | Delivering  | Implementation /<br>works in progress                                   | Works in progress   |                    |
| Torquay Central Business Area  | Ransce Salan       | Economic<br>Development and<br>Tourism | 90,000   | 90,000   |  |  |   | Delivering  | Implementation /<br>works in progress                                   | Draft report is on public exhibition. Council to consider submissions in December 2017. Acquittal to be completed for grant funding December 2017.  | Jan-18             |
| Winchelsea Common CCMA Plains Tender                                   | Rowan<br>MacKenzie | Environment and<br>Community Safety    | 10,624   | 10,624   |  |  |   | Delivering  |   | Project scope not yet completed and balance from 2016/17 carried forward because grant works have been delayed by site contamination. Multi- year grant - all funds received.   | May-18             |
| New Planning System Efficiency BC2016-17                               | Ransce Salan       | Planning and<br>Development            | 197,215  | 200,637  | •  | •  | •   | Delivering  | Implementation /<br>works in progress                                   | Go live for Planning Module completed successfully 2nd Oct. Minor issues are being remediated by the Open Office Project team. Project requires additional PM budget to align with the rescheduling of key deliverables. Furthermore, EMT to be briefed and advised to reschedule E-Portal delivery dates due to high implementation risks.   | Feb-18             |
| PS Amendments to Implement Strategic Work<br>(via statutory framework) | Bill Cathcart      | Planning and<br>Development            | 42,787   | 42,787   |  |  |   | Delivering  |   | Approx. \$15K funds being applied to Growing Winchelsea amendment. Amendment considered at September Council meeting. Next step is to exhibit.  | Jun-18             |
| System Health Check Project  | Anne Howard        | Information<br>Management              | 75,000   | 75,000   |  |  | •   | Delivering  |   | Majority of scope complete. Waiting on final minor claims.  |                    |
| Local Food - Towards Enviro Leadership                                 | Ransce Salan       | Environment and<br>Community Safety    | 21,521   | 21,521   |  |  |   | Delivering  |   | Project team is redefining the project scope of the local food program/strategy.  | Jun-18             |

| Project Name  | Sponsor  | Sponsoring<br>Department                 | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment   | Close Out<br>Month |
|---|--|--|--|--|--|--|---|---|---|--|--------------------|
| Digital Transformation - Payroll Upgrade                        | John Brockway  | Finance                                  | 37,000   | 37,000   | •  | •  | •   | Delivering  |   | Will be carried forward to 2017/18 - Configuration testing identified a number of bugs/software shortcomings to be addressed by vendor. Civica have committed to on-site implementation assistance   | Jun-18             |
| Public Safety Infrastructure                                    | Positive Ageing<br>Coordinator<br>(job share) -<br>Zoe Barnett | Aged and Family                          | 195,400  | 126,574  | •  |  |   | Delivering  | Procurement in progress   | Milestone 3 activities are running behind schedule and a PDR will be raised to reschedule delivery dates. Commencement of works is pending DELWP approval. The Project is expected to have a surplus of funds as quotes received as part of the RFQ process were less that originally estimated. | Dec-18             |
| Aireys Inlet Units 2 Fraser Drive Sale                          | Chris Pike   | Governance and<br>Risk                   | 45,000   | 48,000   |  |  |   | Delivering  |   | EOI to be distributed 13 October. Budget variation approved.   | Unknown            |
| G21 Regional Hockey Strategy Contribution<br>(SCS Project Lead) | Shaan Briggs   | Recreation and<br>Open Space<br>Planning | 11,000   | 11,000   | •  | •  |   | Delivering  | Procurement in progress   | Funding agreement developed between Hockey Victoria and SCS with 2 x \$5k contribution payments. RFQ complete with only 1 x submission. Timeframes an issue so discussing with PCG opportunity to extend deadline to complete project to 30 June and re-quote.                                   | Jun-18             |
| Surf Coast Multi-Purpose Indoor Stadium                         | Chris Pike   | Recreation and<br>Open Space<br>Planning | 32,439   | 28,600   | •  | •  | •   | Delivering  | Implementation /<br>works in progress                                   | Better Indoor Stadium finalised on 16 August and start sub-<br>division process. Works to be scoped as required to ensure all<br>elements of design and proposed land transfer can be<br>achieved. Surveyor to now be engaged to start works   | Jun-18             |
| Asset Condition Audits  | John Bertoldi  | Strategic Asset<br>Management            | 91,000   | 90,999   | •  | •  |   | Delivering  | Implementation /<br>works in progress                                   | Parks condition audits by internal staff commenced early<br>September. Footpaths RFQ closes early October  | May-18             |
| Winchelsea Golf Club Sustainable Course<br>Irrigation Project   | Shaan Briggs   | Recreation and<br>Open Space<br>Planning | 74,500   | 74,500   | •  | •  | •   | Initiating / Planning   |   | Charter and funding agreement signed. Budget variations to be made via the transfer table. Procurement plan shortly to be finalised and procurement commence.  | Jun-18             |
| Bells Beach MP Stage 1 (Salary)                                 | Kate<br>Smallwood  | Environment and<br>Community Safety      | 32,000   | 32,000   |  |  |   | Delivering  | Implementation /<br>works in progress                                   | Multi-year program. On-going operating costs related to the use and management of the reserve  | Jun-18             |
| Winchelsea RV Friendly Area                                     | Matt Taylor  | Economic<br>Development and<br>Tourism   | 8,500  | 8,500  |  |  |   | Delivering  | Multiple items at<br>various stages of<br>delivery                      |  | Jun-18             |
| Anglesea Futures Plan Community Consult                         | Ransce Salan   | Environment and<br>Community Safety      | 60,000   | 60,000   |  |  |   | Delivering  |   | PCG and internal stakeholders met with DELWP to discuss the Land Use Plan.   | Jun-18             |
| Land Under Roads Audit & Capitalisation                         | John Brockway  | Finance                                  | 40,000   | 40,000   |  |  |   | Initiating / Planning   |   | Finance and GIS are completing planning and recommendations for the Sponsor  | Jun-18             |
| Matching Project Funds  | Keith Baillie  | Allocated as projects identified         | 30,000   | 30,000   |  |  |   |   |   | Funds available to respond to project proposals that may arise during the financial year.  |                    |

| Project Name  | Sponsor       | Sponsoring<br>Department                 | Life of Project \$ AMENDED Project Allocation Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment   | Close Out<br>Month |
|---|---------------|--|--|--|--|--|---|---|---|--|--------------------|
| Municipal Strategic Statement Review (check<br>PM requirement for this \$90K project or time<br>allocation for unit PM) | Bill Cathcart | Planning and<br>Development              | 88,000   | 88,000   |  |  | •   | Initiating / Planning   |   | Planning Scheme Review. Project scope reduced. Charter not yet prepared to further define scope. Possible use of external consultant to undertake major components of the review.  | Dec-18             |
| Planning for Growth - Winchelsea, Moriac,<br>Torquay  | Ransce Salan  | Allocated as projects identified         | 40,000   | 40,000   |  | •  |   | Initiating / Planning   |   | Initial discussion include a clear separation of scope around each township, and potential different delivery methods.   | Jun-18             |
| Supporting Growth Initiatives - Winchelsea,<br>Moriac   | Ransce Salan  | Allocated as projects identified         | 100,000  | 0  | •  |  |   |   |   | Held in reserve to deliver projects arising from PRO18-212   | Unknown            |
| Torquay / Jan Juc Social Infrastructure Study   | Shaan Briggs  | Recreation and<br>Open Space<br>Planning | 48,000   | 48,000   |  | •  | •   | Initiating / Planning   |   | Further scoping discussions held with EMT and relevant officers. Intended to now proceed with Request for Proposal in November 2017. charter to be signed off and brief for RFP prepared by end October.   | Apr-18             |
| Winchelsea Infra. for Growth Review   | Anne Howard   | Strategic Asset<br>Management            | 23,000   | 23,000   |  |  |   | Initiating / Planning   |   | In house delivery using a combination of PM and other internal resources.  | Jun-18             |
| Lorne Structure Plan  | Ransce Salan  | Planning and<br>Development              | 20,000   | 20,000   |  | •  | •   | Initiating / Planning   |   | Stage 1 of project. Consultancy reports. To commence early 2018 when subject matter expert resources available. Project will continue until June 2019. JP PM role initially.   | Beyond Dec-18      |
| Winchelsea Town Centre Beautification   | ТВС           | Economic<br>Development and<br>Tourism   | 50,000   | 50,000   |  |  |   | Initiating / Planning   |   |  |                    |
| Bells Beach Planning Panel (Statutory framework - not a project)  | Bill Cathcart | Planning and<br>Development              | 12,000   | 12,000   |  |  |   | Initiating / Planning   |   | Awaiting confirmation dates for the panel hearing.   | Jan-18             |
| GC Commonwealth Games Queen Baton Relay   | Matt Taylor   | Economic<br>Development and<br>Tourism   | 14,417   | 14,418   |  |  |   | Delivering  | Implementation /<br>works in progress                                   |  | Jun-18             |
| Growing Adventure Tourism   | Shaan Briggs  | Recreation and<br>Open Space<br>Planning | 22,500   | 22,500   | •  | •  | •   | Initiating / Planning   |   | Presenting Growing Adventure Tourism Strategy Update to EMT on 10/10/17 that will include a \$25k spend recommendation to progress Anglesea MTB Trail Concept Plan and cost opinion to relocate Anglesea Bike Park (already have \$22.5k in Adopted Strategy Reserve, will require reprioritisation of spend via Council resolution/transfer table). | Unknown            |
| Growing Winchelsea Planning Panel (via statutory framework)   | Bill Cathcart | Planning and<br>Development              | 10,000   | 10,000   |  |  |   | Delivering  |   | Funds for panel. Not required until after exhibition of the amendment going to the September council meeting (see above).  | Jun-18             |
| Land Use Monitoring Report & website  | Bill Cathcart | Planning and<br>Development              | 10,000   | 10,000   |  | •  |   | Initiating / Planning   |   | Is connected to the Strengthening Town Boundaries project.<br>Brief to be confirmed after consideration of STB. Funds to<br>engage consultant. Karen will handover to new staff member.  | Jun-18             |

| Project Name  | Sponsor            | Sponsoring<br>Department                 | Life of Project<br>\$<br>AMENDED<br>Project Allocation<br>Ex-contingency | Life of Project<br>\$<br>Estimate at<br>Completion | Time Status<br>1=Green<br>2=Amber<br>3=Red | Cost Status<br>1=Green<br>2=Amber<br>3=Red | Scope Status<br>1=Green<br>2=Amber<br>3=Red | PHASE  Initiating / Planning  Delivering  Closing  Closed Out | STAGE OF DELIVERING PHASE Requirements Procurement Implementing / Works | Status Comment   | Close Out<br>Month |
|---|--------------------|--|--|--|--|--|---|---|---|--|--------------------|
| Anglesea Netball Club Vegetation Investigation (shelter relocation)   | Jarrod<br>Westwood | Recreation and<br>Open Space<br>Planning | 1,000  | 1,000  |  | •  |   | IDelivering   | IRequirements in  | Confirming with Environment that existing vegetation report from 2012 may still apply. Budget may not be required.   | Oct-18             |
| Torquay Hill Top Reserve – Vegetation Barrier<br>(CPP12)  Funded from Recreation and Open Space Planning recurrent budget | Terry<br>Rodaughan | Recreation and<br>Open Space<br>Planning | 7,450  | 7,450  |  |  |   | Initiating / Planning   | commenced   | Project handover from Nicky A completed. Quotes for materials to be finalised and charter to be written. Project deliverables are on track to delivered in Oct. No issues to report. | Oct-18             |
| VicSmart Planning Scheme Amendment (via statutory framework)  | Bill Cathcart      | Planning and<br>Development              | 18,000   | 18,000   |  |  |   | Delivering  |   | Funds for panel etc. DELWP has postponed authorisation.<br>Seeking further information/assessment.   | Jun-18             |

Author's Title: Coordinator Strategic/Land Use General Manager: Ransce Salan

**Planning** 

Department:Planning & DevelopmentFile No:F17/961Division:Environment & DevelopmentTrim No:IC17/1246

Appendix:

1. Hinterland Futures Issues and Opportunities Paper (D17/110568)

Hinterland Futures Background Report (D17/110565)

Officer Direct or Indirect Conflict of Interest:

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

Status:

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

☐ Yes ☐ No ☐ Yes ☐ No

Reason: Nil Reason: Nil

## **Purpose**

The purpose of this report is to present the draft Issues and Opportunities Paper for the Hinterland Futures Strategy and consider exhibition.

#### **Summary**

The purpose of the Hinterland Futures Strategy is to provide a clear vision and direction for the Shire's rural areas. A Background Report and Issues and Opportunities Paper have been prepared as a talking point for community input which will assist in the development of a draft Strategy. It is important to capture all the important opportunities, constraints and issues in the hinterland in order for the Strategy to be a robust and comprehensive document.

It is recommended that the Issues and Opportunities Paper be exhibited for one month with a range of community engagement activities.

#### Recommendation

That Council:

- 1. Exhibit the draft Issues and Opportunities Paper for a period of one month, from 30 October 2017 to 1 December 2017.
- 2. Conduct community engagement during that period to receive feedback on the paper.
- 3. Consider a draft Hinterland Futures Strategy at a future meeting of Council.

## Report

## Background

The purpose of the Hinterland Futures Strategy is to provide a clear vision and direction for the Shire's rural areas. Guiding the vision and direction is the establishment of an understanding of the various economic opportunities that exist and the potential changes to the planning scheme required to bring these opportunities to fruition. In this context, the Hinterland Futures Project will consider how to activate the economic potential of the hinterland in a sustainable way taking into consideration the key principle of the environment forming the basis of the Surf Coast economy.

Prior to the Hinterland Futures Project commencing a volume of background work was undertaken which included two workshops with Council's Environmental Rural Advisory Committee regarding their vision for the rural hinterland and potential opportunities and constraints, land use profile information, an initial economic analysis of the value of the hinterland and land use planning context work.

A strong theme of support for local food production and sustainable practices emerged; and the feedback received has formed part of the background information for this project.

Council has engaged lead consultants, HillPDA (economic analysis and strategy) in conjunction with the Stafford Group (tourism specialist), planning consultancy Smart Planning and Design and RMCG (rural industries and environmental specialist) to complete a Hinterland Futures Strategy. The first two outputs are a Background Report and an Issues and Opportunities Paper.

The Issues and Opportunities Paper (Refer Appendix 1) will be exhibited for a period of one month from end October to end November 2017 and submissions and feedback received during that period will provide input into the draft Hinterland Futures Strategy which will be completed in early 2018. Consultation will also capture any issues and opportunities that may have been overlooked and confirm the issues and constraints that have been included.

Community engagement during the exhibition period will include one on one contact with stakeholders, workshops to be held at locations in the Shire's rural areas, feedback through Council's website and written submissions.

#### **Discussion**

The Background Report assimilates existing information with additional analysis of agribusiness in the rural areas of the Shire and tourism issues (Refer Appendix 2). The Issues and Opportunities Paper provides a concise analysis of the background information and identifies the key issues, emerging challenges, any constraints and potential actions Council can take to achieve the project objectives. The Issues & Opportunities Paper will form the basis of community consultation to inform the Hinterland Futures Strategy.

There are 18 discussion points identified in the Issues & Opportunities Paper which includes themes such as:

- Rural landscapes and environment
- Facilitating agriculture and small agri-food businesses
- Facilitating support infrastructure
- Refining Planning Policies
- Tourism.

A theme of appropriate job creation integrates through the above themes.

#### Financial Implications

The project has been fully funded in the 2017/2018 budget including consultation.

#### Council Plan

Theme 3 Balancing Growth

Objective 3.1 Retain and enhance rural land for appropriate and sustainable uses

Strategy 3.1.1 Finalise and implement the Rural Hinterland Strategy

## Policy/Legal Implications

After completion of the Strategy, a planning scheme amendment is proposed which will implement any policy changes that may be required by recommendations in the Strategy.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

There is no risk in exhibiting the draft Issues and Opportunities Paper.

#### Social Considerations

The Hinterland Futures project affects all land within the Surf Coast Shire hinterland area, the majority of which is Farming Zoned land. A large variety of businesses operate within this area, from agribusiness and farming activities to tourism based uses. The project has a close connection with local food production. As such a broad project, it has the ability to affect a large number of people, properties and businesses.

## Community Engagement

It is proposed that the Issues and Opportunities Paper is exhibited for one month (from 30 October 2017 to 1 December 2017) with a range of community engagement activities arranged including workshops/open houses in rural townships, exhibition on our website through Surf Coast Conversations, and feedback sought at community events such as the Winchelsea Farmers market or similar events.

It is also proposed that ERAP is involved further in the production of the strategy at key milestones.

Consultation with key stakeholders, businesses and agencies such as Barwon Water has already commenced, and will continue through direct contact during exhibition.

#### **Environmental Implications**

One of the primary objectives of the Council plan and the planning scheme is to protect and enhance the Shire's significant environmental assets and landscapes. This is recognised in the Issues and Opportunities Paper and remains a key foundation for the strategy.

## Communication

Communication on this project will occur through direct interviews, community events and workshops and through the Council website/Surf Coast Conversations.

## **Options**

#### Option 1 – Exhibit the Issues and Opportunities Paper for comment

This option is recommended by officers as it will enable feedback to be received prior to the Christmas period. That will enable a draft Strategy to be prepared for consideration by council early in 2018.

## Option 2 - Defer exhibition of the Issues and Opportunities Paper

This option is not recommended by officers as it will delay the Rural Hinterland Futures project. The paper provides a mechanism to focus input into the strategy and the issues it will cover. Public exhibition will enable the issues and opportunities currently captured to be confirmed and ensure that no major issues are overlooked.

#### Conclusion

It is recommended that the Issues and Opportunities Paper is exhibited for one month (from 30 October 2017 to 1 December 2017) with a range of community engagement activities. The Background Report will also be published to inform the consultation.

# APPENDIX 1 HINTERLAND FUTURES ISSUES AND OPPORTUNITIES PAPER



Prepared for Surf Coast Shire Council 9 October 2017









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## 1 INTRODUCTION

# **Project Background**

The vision for Surf Coast Shire, as noted in the Municipal Strategic Statement, includes supporting development and growth that positively contributes to tourism and rural businesses and encourages clean industries and development that respects the Surf Coast's environment and lifestyle.

The Shire has undertaken a significant body of strategic planning work over the last decade for its townships such as Torquay and Jan Juc. This has ratified a clear urban growth position, which includes protection of township hinterlands and the rural hinterland at large for rural businesses, complementary tourism activities and for environmental purposes.

The rural hinterland covers approximately 1,020 square kilometres and includes agricultural districts (the hills and plains), small farming towns including Winchelsea as the main rural service centre, through to the Great Otway National Park.

The hinterland has traditionally performed a strong agricultural role in dairy, beef, sheep and grain. Structural changes within the primary industry sector have seen many of the traditional large farm operations replaced by smaller agribusiness activities, including tourism, a diversity of other business types and hobby farms. Some large farm operations remain.

The area is also influenced by tourism activity generated by the Great Ocean Road and Great Otway National Park. The millions of tourists that visit the region each year provide businesses in the rural hinterland with significant opportunity. A range of other opportunities also exist. This includes the potential to harness treated water that is currently discharged into the sea.

The hinterland is an important generator of economic activity and employment. Whilst the population of Surf Coast's major towns is expected to continue to grow strongly in the future, the related jobs and services that are required to support a balanced local economy are expected to be provided in both urban and rural settings.

The Planning Scheme framework has changed over time and has enabled a diverse mix of outcomes to occur in the rural hinterland. There is a risk that land use and development could occur in an ad

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hoc way and compromise the hinterland's capacity to function as intended.

For these reasons, greater clarity on the future direction of the rural hinterland is required.

TORGULY

AND JUC

BIO HEL

LOGNE

LOGNE

RUTH

R

Figure 1 - Hinterland Study Area

Source: Surf Coast Shire Council, 2017

This report has been prepared to identify the economic, social and environmental issues and opportunities present within and impacting on the rural hinterland with a view to clarify future strategic directions that will support and facilitate appropriate rural businesses, tourism and associated job growth.

## **Project Purpose**

The purpose of the Hinterland Futures Strategy is to:

 Provide an evidence-based and strategically justified spatial economic strategy for the study area; and

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 Provide an associated implementation plan, addressing Planning Scheme, economic development and infrastructure actions.

## **This Report**

This report provides an interim output in the development of the Hinterland Futures Strategy. This report is an **Issues and Opportunities Report.** 

This report synthesises key opportunities, issues and questions that relate to the hinterland study area's potential future development. This information will be tested, refined and detailed via a consultation process with stakeholders and the community before a draft strategy is prepared for the hinterland. This report is not a strategy.

#### **Project Scope**

The focus of this report is to examine matters relating to land use, development and economic activity in the study area.

The project scope <u>excludes</u> the following topics from consideration:

- Township structure plans and urban growth boundaries;
- Land capability and soil assessment beyond existing available information;
- Carbon farming assessment and strategy;
- Coal seam gas and fracking assessment and strategy;
- Windfarm assessment and strategy;
- Crown Land assessment;
- Event policy;
- Development incentives;
- Planning Scheme Amendment process; and
- Other matters not listed in Report Structure below.

### **Report Structure**

This report is structured in three sections as follows:

- Hinterland Context;
- Issues and Opportunities; and
- Summary and Next Steps.

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## 2 HINTERLAND CONTEXT

## Introduction

The information in this section of the report provides an overview of selected contextual findings of the Background Research Report. This information is provided to set the scene for the issues and opportunities.

#### **Current Policy Directions**

Surf Coast Shire's local planning policy supports development and growth that positively contributes to tourism and rural businesses in circumstances where such activity respects Surf Coast's environment and lifestyle.

The key directions in local policy are to:

- Direct anticipated high population growth into existing townships, primarily Torquay-Jan Juc and Winchelsea and protect the rural landscape from urban intrusion;
- Maintain a clear rural-landscape separation between settlements and particularly between Torquay-Jan Juc and the Armstrong Creek southern growth corridor of Geelong;
- Protect and enhance the rural areas of the Shire for their diverse agricultural, environmental and landscape values and opportunities;
- Support agriculture and rural industries that build the economic base of the Surf Coast Shire;
- Recognise that rural landscape vistas are highly valued for their contribution to the amenity and liveability of rural areas; and
- Encourage tourism based uses that link to the natural and rural setting without compromising these values.

## **Zones and Land Uses**

The Farming Zone (FZ) is the primary zone in the hinterland area (covering approximately 94% of the area). The Public Conservation and Resource Zone (PCRZ), Rural Conservation Zone (RCZ), Low Density Residential Zone (LDRZ) and Rural Living Zone (RLZ) are also notable in the area, along with zones to accommodate infrastructure assets.

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The current land use zoning framework is shown in the following figure. A selection of organisations that operate in the hinterland is also shown in the figure.

The types of uses and businesses using the area are diverse and include farms, tourism operations, institutions, commercial uses and residential uses.

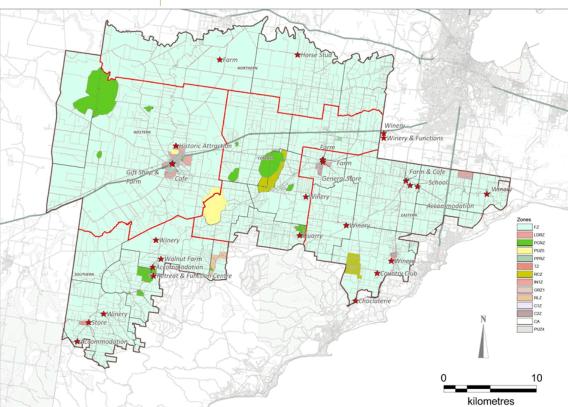


Figure 2 - Zones and Selected Land Uses

Investment data shows food and tourism based investment has occurred in the hinterland in recent years. Notable examples include construction of a chocolate factory in Bellbrae and a planned Adventure Park in Bellbrae.

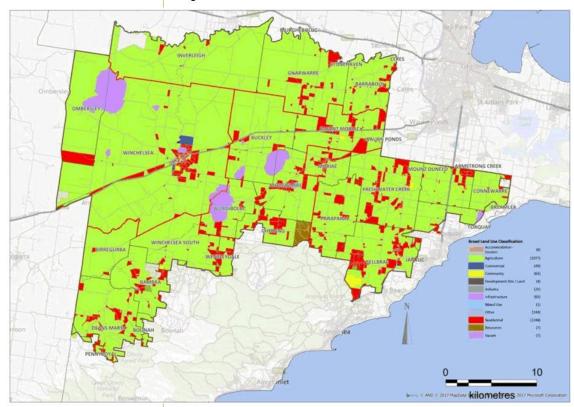
Ref: M17061 HillPDA Page 8 | 29

| Table 1 - Zones in the Hinterland Study | Area |
|---|------|

| Zone   | Area HA    | Share  |
|--|------------|--------|
| Farming Zone (FZ)                            | 95,157.45  | 93.9%  |
| Public Conservation and Resource Zone (PCRZ) | 2,725.05   | 2.7%   |
| Public Use Zone (PUZ6)                       | 993.32     | 1.0%   |
| Rural Conservation Zone (RCZ)                | 743.88     | 0.7%   |
| Road Zone (RDZ2)                             | 628.08     | 0.6%   |
| Low Density Residential Zone (LDRZ)          | 444.30     | 0.4%   |
| Rural Living Zone (RLZ)                      | 164.40     | 0.2%   |
| Other Zones                                  | 468.76     | 0.5%   |
| Total HA                                     | 101,325.24 | 100.0% |

The figure below shows broad land use patterns in the hinterland area.

Figure 3 - Broad Land Use Distribution

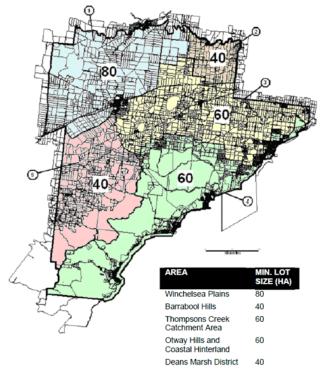


Ref: M17061 HillPDA Page 9 | 29

## **Lot Sizes**

A key attribute of the hinterland is the rural landscape. This is in part maintained by minimum lot size controls that apply for the dominant Farming Zone (FZ) in the area. The minimum lot size varies from 40 hectares (ha), 60 ha and 80 ha depending on the Farming Zone district in the Shire.

Figure 4 - Schedule to the Farming Zone (Minimum Lot Size)



Source: Surf Coast Shire Planning Scheme

The hinterland's lot size and land use patterns are diverse but generally described as having a north-west to south-east split. Larger lots are common to the north-west portion of the hinterland, while smaller lots are concentrated to the south-east along with concentrations around towns such as Winchelsea, Deans Marsh, Wensleydale, Gherang, Bellbrae, Jan Juc, Moriac and Mount Moriac.

Ref: M17061 HillPDA Page 10 | 29

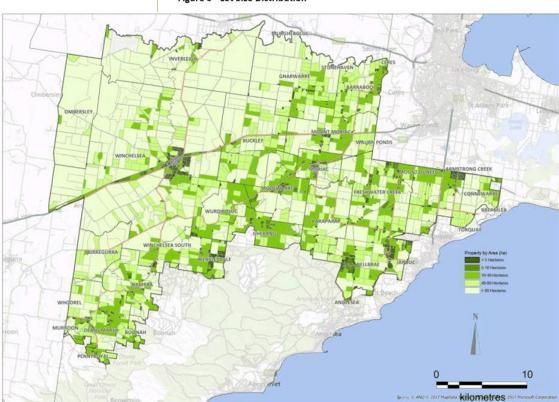


Figure 5 - Lot Size Distribution

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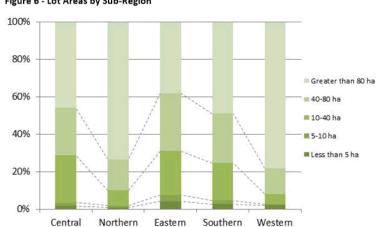


Figure 6 - Lot Areas by Sub-Region

Land values across the hinterland follow a pattern similar to lot size. Values increase towards the eastern portions of the area towards Geelong and to the southern areas close to Torquay and Lorne. Land values in the northern part of the region around Winchelsea tend to be lower (on a unit area basis) and reflect large farming lots.

A price premium is associated with rural lifestyle properties in Surf Coast Shire and the hinterland, which currently achieve prices approximately double the regional Victorian median.

Ref: M17061 HillPDA Page 12 | 29

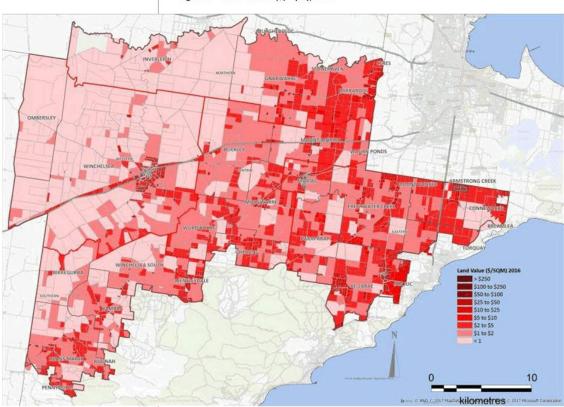


Figure 7 - Land Values (\$/sqm), 2016

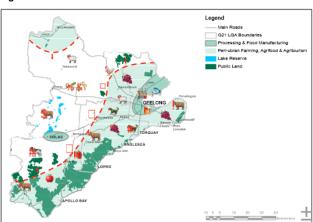
Ref: M17061 HillPDA Page 13 | 29

## Agricultural Land

Mixed farming and grazing are the dominant forms of agricultural land use in the hinterland, accounting for 86% of agricultural lots by number, and 77% by land area. When livestock production (both sheep and cattle are included as well as the equine industry) the proportion of lots and land consumed rises to 95% and 93% respectively.

A conceptual picture of the agricultural landscape in the G21 Region is shown below, followed by a map of agricultural land use patterns.

Figure 8 - A Conceptual Picture of the Agricultural Landscape in the G21 Region



Ref: M17061 HillPDA Page 14 | 29

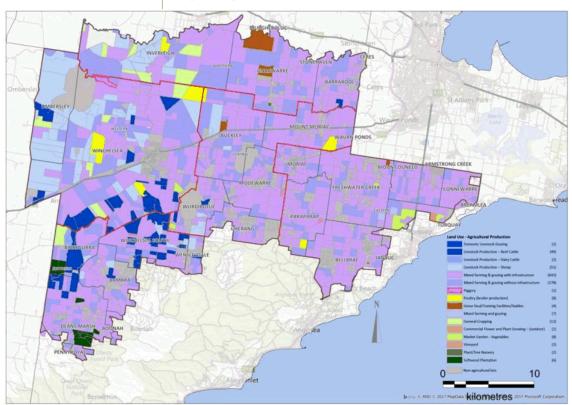


Figure 9 - Agricultural Lot Distribution

# **Land Capability and Environment**

Biodiversity assets perform an important role for the character, amenity and liveability of the hinterland. The natural environment provides habitat for threatened and endangered flora and fauna species and supports the provision of important ecosystem services, such as soil stability, water purification and clean air, which supports diverse and productive agriculture.

Agricultural quality mapping indicates that most of the land across the hinterland is generally classified as Class 2-3, or high to average agricultural quality suited to some cropping but mostly grazing.

Ref: M17061 HillPDA Page 15 | 29

Section 1 - Agricultural Quantity of the Surf Coast Siline

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Figure 10 - Agricultural Quality of the Surf Coast Shire

Source: Surf Coast Shire (2007) Rural Strategy Review. Report prepared by RMCG for Surf Coast Shire, Torquay, Victoria

# **Population and Jobs**

Surf Coast Shire has a relatively modest local job stock compared to the size of its population and labour force, with a job to labour force ratio of 55%. The same ratio for the hinterland (best-fit data area) is estimated to be around 31%.

Table 2 - Population, Labour Force and Jobs, 2011

| Indicator           | Hinterland Data<br>Area* | Surf Coast Shire |
|---------------------|--------------------------|------------------|
| Population          | 11,165                   | 26,675           |
| Labour Force        | 5,693                    | 12,989           |
| Participation Rate  | 51.00%                   | 48.70%           |
| Jobs in Location    | 1,762                    | 7,155            |
| Jobs / Population   | 15.8%                    | 26.8%            |
| Jobs / Labour Force | 31.0%                    | 55.1%            |

<sup>\*</sup> Includes data outside the Hinterland Study Area such as fringe areas of Torquay and Jan Juc; about 59% of the population in the Hinterland Data Area is within the Jan Juc-Bellbrae-Bells Beach area

Source: ABS Census 2011, REMPLAN December 2016

Population trends and projections for selected areas are shown below.

Ref: M17061 HillPDA Page 16 | 29

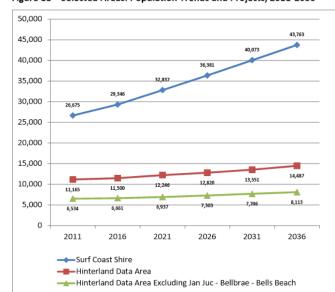


Figure 11 - Selected Areas: Population Trends and Projects, 2011-2036

Source: Forecast ID 2017

Expected future population growth will mean that approximately 180 additional jobs per annum will be needed in the Shire to maintain the Shire's job to labour force ratio to 2036.

Most future jobs are expected to be accommodated in towns however the hinterland has a significant role to play in delivering jobs, both directly and indirectly through multiplies in the economy, including via inter-relationships between agriculture, manufacturing (such as food and beverage processing), tourism (such as food and farm based tourism) and construction. Many of these jobs would be town based but supported by the hinterland.

# **Agribusiness**

Businesses that operate within the hinterland's farming areas include small agrifood businesses. Some of these have farm gate sales and some are in the three food trails in the region (Otway Harvest Trail (61 businesses), Bellarine Taste Trail (41) and Moorabool Valley Taste Trail (25)). Businesses with farm gate sales are a combination of agribusiness and tourism, as they thrive off the visitor economy and its demand for a local food and wine experience.

Ref: M17061 HillPDA Page 17 | 29

Some small businesses do not have farm gate sales, but do have supply chain linkages across the region and beyond.

Intensive animal industries are also located in the area. This includes the chicken meat, egg, pork and goat dairy industry sectors. The area has an existing supply of labour for this sector and has access to land and infrastructure. However, recent developments in the industry include increases in compliance costs in Victoria and investment inter-state which could result in the region missing out on new investment.

#### Lifestyle Farms

The attractiveness of the region as a lifestyle destination has driven growth in hobby or lifestyle farms. Lifestyle farms are differentiated from small agrifood businesses based on the intended primary purpose of the land as a place of residence as opposed to a place of business. Lifestyle lots influence land value and therefore viable agribusiness locations.

#### **Tourism**

Other than natural assets, such as walking trails and sightseeing, and an emerging cluster of food trail operations, there are a limited number of 'attractors' and tourism products across the hinterland.

There is also a limited number of supporting accommodation facilities, which constrains the number of high-yielding overnight visitors.

Despite this, visitation to the Surf Coast is strong and has been increasing over time, particularly for domestic day trip visitors visiting the coast, Great Ocean Road and Great Otway National Park. As such, opportunities exist to capture tourists and direct them to the hinterland area.

#### **Road Infrastructure**

A road network (primary mode of transport) and walking / cycling trails are available in the area. However, the transport infrastructure is not of a sufficient quality to accommodate high volumes of traffic, especially along Lorne Deans Marsh Road, which is experiencing higher demand as a key connection with the Great Ocean Road.

Other such roads require identification and could include Hendymain Road, Cape Otway Road and Mount Duneed Road.

Ref: M17061 HillPDA Page 18 | 29

Moreover, many of the unsealed roads in the hinterland are unsuited to tourist traffic. The Pennyroyal Valley has a cluster of tourism related businesses on unsealed roads and access is problematic.

Cycling both on and off-road is also problematic throughout the area.

# **Recycled Water**

Recycled water has long been identified as an untapped resource within the region. The Black Rock Water Treatment Plant pumps treated Class C water into the ocean. Some of this has been used for irrigated agriculture in the Torquay North area.

The recently released Geelong Economic Futures Report identified the opportunity for a project based on securing high-value farming and food services through delivering low-cost and reliable water supplies, including from recycled water.

#### Information Technology

NBN provision will cover the majority of the hinterland area. Winchelsea is covered (as at September 2017) by fixed line NBN with fixed wireless build commenced in in the hinterland towns of Deans Marsh and Moriac. The build has not yet commenced to cover Bellbrae.

Limited internet access has been identified as a significant constraint on businesses in the hinterland. Poor connectivity limits the efficiency of businesses to operate – by limiting file transfers, access to information, communication with customers and suppliers.

#### **Other Information**

Refer to the Background Research Report for more information about the hinterland study area.

Ref: M17061 HillPDA Page 19 | 29

# 3 ISSUES AND OPPORTUNITIES

# Introduction

This section identifies a list of opportunities that could be taken in the hinterland area or issues that could be addressed or managed for the benefit of the area. The ideas are preliminary at this stage and, if accepted, would be detailed further in the strategy development process.

A prompt is provided in the left margin regarding your view of the topic regarding whether you agree, disagree or would like to offer details or suggested changes.

The topics are listed in no particular order.

# 1. Prioritising Rural Landscape and Environmental Quality

An overarching opportunity is to establish a land use and development strategy that prioritises the quality of the rural landscape and natural environment. This recognises that the rural landscape and natural environment quality is a primary contributor to amenity, liveability and investment in agricultural and tourism sectors.

The opportunity includes reinforcing existing policy to:

- Increase habitat connectivity across the landscape;
- Support sustainable farming enterprises;
- Improve waterway health through the protection of riparian and in-stream habitat on private land;
- Manage bushfire risk;
- Protect and enhance the landscape character, amenity and liveability that continues to attract residents and visitors;
- Maintain a clear rural-landscape separation between settlements; and
- Support nature-based commercial ventures;

#### 2. Exploring Potential of Recycled Water

The protection of water assets in the region is central to supporting biodiversity, agriculture and communities. Opportunities to secure alternative sources of water, such as recycled water, will help alleviate the pressure on catchments and support sustainable growth and production in the hinterland.





Opportunities include accessing recycled water from Winchelsea and Black Rock to support agriculture and commercial ventures.

Businesses in the hinterland area have an opportunity to access recycled water subject to the supply being feasible. Feasibility is enhanced where a cluster of users demand such services.

The types of business and locations that can take advantage of this opportunity remains to be specifically identified. This could include businesses engaged in high value food production such as hydroponics, aquaponics, aquaculture and suitable processing activities.

# 3. Managing Climate Change Risk

Climate change will create risks for primary production, infrastructure and the environment of the rural hinterland. It is important that future planning responds to the climate change projections and takes steps to support adaptation across all sectors. Climate change may also present opportunities, such as new agricultural enterprises suited to the climate and a more reliable rainfall pattern compared to other regions.

There is an opportunity to partner with Deakin University to undertake research to identify the impacts of climate change on crop viability for the region

Other opportunities exist for exploring potential renewable energy production, such as wind and solar power.

# 4. Clustering Agricultural and Tourism Activities in Precincts

An opportunity exists to establish policy directions and associated planning controls and infrastructure investment decisions to support and facilitate the clustering of selected agricultural and tourism activities within precincts of the hinterland.

An indicative concept plan is shown below highlighting general areas of high agricultural quality with large lots and small lot areas identified, environmentally sensitive areas and areas with high tourism visibility.

There is potential for highly visible tourism assets and amenities to run along the south side of Cape Otway Road for example.

This plan, or a modified version of it, can be used to guide a land use strategy for the area.

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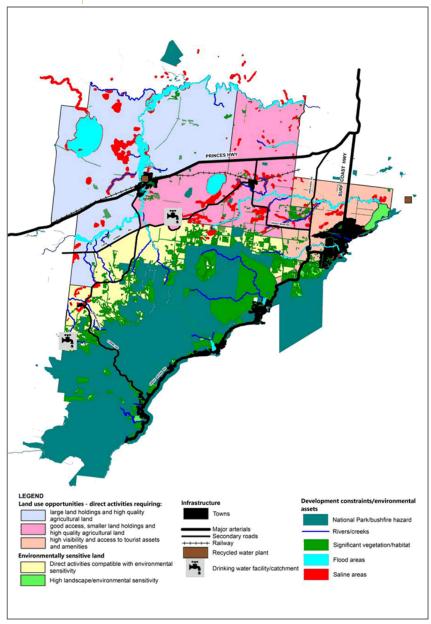


Figure 12 – Preliminary Precinct Plan for Discussion

Source: Surf Coast Shire

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# 5. Facilitating Small Agrifood Businesses

The opportunity exists to continue ongoing investment and jobs growth in a diverse range of agrifood activities in the hinterland area.

This is a key opportunity for the hinterland. Businesses that have farm gate sales also build the tourism sector and local food and wine experience.

The issues small agrifood businesses often face relate to business development and marketing, including how to effectively work together to maximise opportunities for all and how to better leverage the visitor economy.

# Facilitating Intensive Animal Industries in the North-West

Intensive animal industries present an opportunity for continued investment and job creation in the region. However, such activity can be in conflict with small agrifood businesses, tourism and hobby farms and as such the location of any new intensive animal industries could be focused in the north-west sector of the hinterland.

The protection of areas that can support more intensive agricultural development is central to ensuring that sustainable and productive agriculture can continue in the hinterland.

# 7. Facilitating Hobby Farms on Unproductive Farmland

The hinterland area has areas of relatively unproductive farmland, with low quality soli attributes. There are opportunities to support the transition of such land to lifestyle farms or productive small farms.

The delineation between lifestyle farms and small agrifood businesses can be blurred, as often small agrifood businesses start out as a lifestyle farm.

#### 8. Facilitating Food Tourism

The introduction and early success of the Chocolaterie & Ice Creamery near Bellbrae demonstrates that food destinations could thrive in the region.

In particular, attracting established food destination brands and working in collaboration with other destinations can lead to the further development of a regional food hub. Ideally, this food hub would work in conjunction with the local surroundings, improve the

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interpretation of the area and provide an improved sense of place for the hinterland. This could build on the existing food trails in the region.

#### 9. Facilitating Arts & Crafts and Cultural Trail Tourism

The Winchelsea area is a cultural and heritage focal point of the hinterland. This is demonstrated by a number of cultural and heritage events and activities held across the town as well as indigenous history. Winchelsea offers a peaceful country environment that includes a collection of elegant establishments.

From this, Winchelsea could be a focal point of an **Artisan Trail** that incorporates the local arts & crafts scene and provides a cultural offering for visitors. Visitors could be guided through exhibition spaces and galleries throughout the area, as well as local markets, which would provide insights into local culture and be tied into the surrounding environment of the hinterland.

This could have the added benefit of growing the arts scene and attracting local and regional artists to the area.

### 10. Facilitating High Quality Accommodation Facilities

To attract higher yielding overnight visitors, high quality accommodation is needed. The quality needs to be exceptional to offer a point of difference in the market and for the facilities to become destinations in their own right.

The hinterland could avoid adding generic accommodation capacity and focus only on quality destination accommodation.

### 11. Destination Making

An opportunity exists to build on the strengths of the hinterland and its towns as 'destinations', based on the provision of a specific product or service to attract visitors. For example, Deans Marsh could be promoted as a focal point for the hinterland. The key is to offer a suitable product that attracts visitors. This could involve a range of experiences and activities, each offering a different interpretation of the area and town, including linkages with the Otway Harvest Trail or a purpose-built attraction that focuses on the connections with nature and the local environment.

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# 12. Developing Tourism Product Clusters

Tourism product clusters could potentially complement each other so that visitors would be able to experience all three – food, arts, destinations - during their trip (either a day trip or overnight). As a result, visitors would be directed to the main areas of the hinterland, which would increase visitation, improve their knowledge and engagement with the area and help stimulate the visitor economy.

The product clusters should align with the Destination Action Planbeing developed for Winchelsea.

# 13. Facilitating Business Innovation and Jobs Growth

There is an opportunity to generate investment and jobs growth via innovation within existing business. This could be promoted to address challenges relating to business operations and sustainable energy and water initiatives.

Partnerships could be further developed between landowners and Deakin University and other organisations like Barwon Water.

# 14. Managing Land Use Conflicts

The interaction of larger commercial farms with lifestyle farms, agrifood businesses and tourism operations can sometimes be problematic. People who locate in the hinterland may not be fully aware or understand the needs of large commercial farmers and vice versa. Land use conflict can occur around such things as:

- The management of pest plants and animals;
- Farm practices, which may lead to increased noise, such as calf weaning, tractor operations, scare guns in orchards or vineyards;
- The application of chemicals and fertilisers to crops and pastures, or the burning of stubbles; and
- The use of rural roads to move livestock, farm machinery and farm freight.

Whilst the focus in managing land use conflicts is often placed on the practices of the commercial farms, the land and animal management practices of lifestyle farmers can also be a concern and a threat to pre-existing businesses.

Farm practices can also be a threat to the visitor economy. Visitors to the region who are seeking a local food and wine experience also seek a high amenity natural and rural landscape experience.

Ref: M17061 HillPDA Page 25 | 29

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### 15. Improving the Road Infrastructure Network

The road infrastructure network is not of sufficient standard to support a full range of activities in the hinterland. This includes issues related to standard of road construction and conflicts between agricultural vehicles and tourists. Tourism businesses increase demand on rural roads that may have not been designed for high traffic volumes.

The opportunities include defining routes and developing a road hierarchy and development plan that support:

- Agricultural activities and heavy vehicle routes;
- Tourism activities including food & wine trails and artisan trails;
   and
- Cycling (on and off road) and walking.

#### 16. Improving the Information Technology Network

As noted earlier, limited internet access has been identified as a significant constraint for businesses in the hinterland. The NBN serves some of the area.

There is an opportunity to explore ways of improving information technology networks in the area with relevant providers. The focus of this could be based on a precinct development plan that identifies intended future clusters of activity across the area.

# 17. Clarifying Uses in the Rural Conservation and Farming Zones

There is currently a gap in the Surf Coast Planning Scheme to guide decision making for discretionary uses in the Rural Conservation and Farming Zones. There is competing policy in relation to the protection of environmental and landscape values and the promotion of tourism facilities and the economic development it brings.

Many Rural Conservation Zones are located on the fringe of towns and generally have a low agricultural value. In many cases such areas were zoned to preserve a significant viewline.

The role of tourism in the Farming Zone needs clarification. This could include guidelines to support tourism of particular types in precincts of the hinterland. Moreover, decoupling tourism from needing an agricultural use could be explored.

Ref: M17061

Tourism uses are diverse and can include leisure and recreation, outdoor recreation, food and drink processing and accommodation.

The discretionary uses that present opportunity in these zones need to be identified and tested based on the directions of the strategy development process. Guidelines that might be considered include:

- Location within a defined tourism precinct;
- Impact on image and landscape and environmental values;
- Complementarity to farming practices; and
- Access to arterial route / tourism route.

# 18. Refining Planning Policies

In addition to the above, there is an opportunity to refine Surf Coast Shire's Local Planning Policy Framework to align with the outcomes of the final strategy (when available), addressing Agriculture Policy, Rural Landscape Policy, Environmental Values Policy, Tourism Policy, Bushfire Management Policy, Infrastructure Policy and Economic Development Policy.

Consideration could also be given to preparation of Localised Planning Statements. These provide a basis for more detailed investigation of Planning Scheme tools and implementation mechanisms to support appropriate controls, change and development. There is an opportunity to investigate and advocate to State Government for a Localised Planning Statement to be developed for the Surf Coast hinterland to recognise the key agricultural, food security, environmental, landscape and tourism values the locality offers to the State.

#### Other Directions

Other directions for the study area can be nominated in addition to the above.

Do You ...
Agree?
Disagree?
Suggest
Details or
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Ref: M17061

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# 4 SUMMARY AND NEXT STEPS

#### **Summary**

A summary of potential strategy directions identified to date follows:

- 1. Prioritising Rural Landscape and Environmental Quality
- 2. Exploring Potential of Recycled Water
- 3. Managing Climate Change Risk
- 4. Clustering Agricultural and Tourism Activities in Precincts
- 5. Facilitating Small Agrifood Businesses
- 6. Facilitating Intensive Animal Industries in the North-West
- 7. Facilitating Hobby Farms on Unproductive Farmland
- 8. Facilitating Food Tourism
- 9. Facilitating Arts & Crafts and Cultural Trail Tourism
- 10. Facilitating High Quality Accommodation Facilities
- 11. Destination Making
- 12. Developing Tourism Product Clusters
- 13. Facilitating Business Innovation and Jobs Growth
- 14. Managing Land Use Conflicts
- 15. Improving the Road Infrastructure Network
- 16. Improving the Information Technology Network
- 17. Clarifying Uses in the Rural Conservation and Farming Zones
- 18. Refining Planning Policies

# **Next Steps**

The next steps of the Hinterland Future Strategy development process are summarised as follows:

- Consultation on issues and opportunities with stakeholders and the community;
- Preparation of a draft strategy;
- Consultation on the draft strategy with stakeholders and the community; and
- Finalisation of the Hinterland Future Strategy.

Implementation of adopted strategy recommendations would then be undertaken by Council and other stakeholders.

Ref: M17061 HillPDA Page 28 | 29



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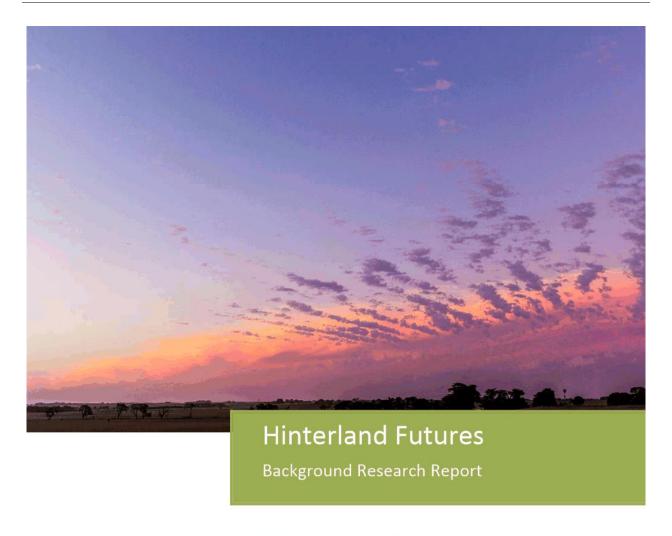
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# 5.2 Hinterland Futures Strategy

# APPENDIX 2 HINTERLAND FUTURES BACKGROUND REPORT



Prepared for Surf Coast Shire Council 9 October 2017









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# 1 INTRODUCTION

# **Project Background**

The vision for Surf Coast Shire, as noted in the Municipal Strategic Statement, includes supporting development and growth that positively contributes to tourism and rural businesses and encourages clean industries and development that respects the Surf Coast's environment and lifestyle.

The Shire has undertaken a significant body of strategic planning work over the last decade for its townships such as Torquay/Jan Juc. This has ratified a clear urban growth position, which includes protection of township hinterlands and the rural hinterland at large for rural businesses, complementary tourism activities and for environmental purposes.

The rural hinterland covers approximately 1,020 square kilometres and includes agricultural districts (the hills and plains), small farming towns including Winchelsea as the main rural service centre, through to the Great Otway National Park.

The hinterland has traditionally performed a strong agricultural role in dairy, beef, sheep and grain. Structural changes within the primary industry sector have seen many of the traditional large farm operations replaced by smaller agricultural activities, including agritourism, a diversity of other business types and hobby farms. Some large farm operations remain.

The area is also influenced by tourism activity generated by the Great Ocean Road and Great Otway National Park. The millions of tourists that visit the region each year provide businesses in the rural hinterland with significant opportunity. Two major drawcards for tourism in the hinterland are the significant landscapes and the environment, and the protection of these is a key consideration.

A range of other opportunities also exist for the hinterland area. This includes the potential to harness treated water that is currently discharged into the sea.

The hinterland is an important generator of economic activity and employment. Whilst the population of Surf Coast's major towns is expected to continue to grow strongly in the future, the related jobs and services that are required to support a balanced local economy are expected to be provided in both urban and rural settings.

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The Planning Scheme framework has changed over time and an increase in the breadth of discretionary uses has potentially enabled a diverse mix of outcomes to occur in the rural hinterland. There is a risk that land use and development could occur in an ad hoc way and compromise the hinterland's capacity to function as intended.

For these reasons, greater clarity on the future direction of the rural hinterland is required.

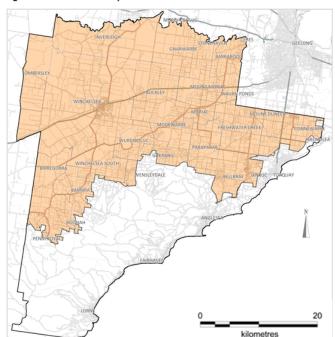


Figure 1 - Hinterland Study Area

Source: HillPDA

This report has been prepared to identify the economic, social and environmental issues and opportunities present within and impacting on the rural hinterland with a view to clarify future strategic directions that will support and facilitate appropriate rural businesses, tourism and associated job growth.

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# **Project Purpose**

The purpose of the Hinterland Futures Strategy is to:

- Provide an evidence-based and strategically justified spatial economic strategy for the study area; and
- Provide an associated implementation plan, addressing Planning Scheme, economic development and infrastructure actions.

#### **This Report**

This report provides an interim output in the development of the Hinterland Futures Strategy. This report is a **Background Research Report** and contains research and analysis to produce an evidence base for the subsequent Issues and Opportunities Report. It is noted that this Report is not a Strategy.

# Stage 1 Report by Surf Coast Shire Council

This report includes information, data and text produced by Surf Coast Shire Council in a preliminary Stage 1 report for this project.

# **Project Scope**

The focus of this report is to examine matters relating to land use, development and economic activity in the study area.

The project scope <u>excludes</u> the following topics from consideration:

- Township structure plans and urban growth boundaries;
- Land capability and soil assessment beyond existing available information;
- Carbon farming assessment and strategy;
- Coal seam gas and fracking assessment and strategy;
- Windfarm assessment and strategy;
- Crown Land assessment;
- Event policy;
- Development incentives;
- Planning Scheme Amendment process; and
- Other matters not listed in Report Structure below.

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# **Report Structure**

Sections 2 to 8 of this report provide research and analysis on a range of themes relevant to land use, development and economic activity in the study area.

This report is structured as follows:

- Section 2 Policy and Planning Review;
- Section 3 Land Use and Infrastructure Review;
- Section 4 Property Market Analysis;
- Section 5 Economic Profile;
- Section 6 Land Capability and Environmental Analysis;
- Section 7 Tourism Activity and Opportunities Analysis;
- Section 8 Agribusiness Activity and Opportunities Analysis; and
- Section 9 Conclusion.

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# 2 POLICY AND PLANNING REVIEW

#### Introduction

This section documents the current Commonwealth, State and Local planning policy framework, where it relates to the rural hinterland. It provides an overview of the issues and opportunities created within the current framework. In addition, it reviews examples of best practice and innovation, including current initiatives of State Government and other Councils. Planning cases are also presented to highlight topical issues.

#### **Planning Policy Framework**

The hinterland of Surf Coast Shire provides an opportunity to foster agricultural and tourism enterprises that protect and enhance the agricultural purpose as relevant to the zoning of the area, and respect the landscape and environmental context of the land. Similar outcomes have been achieved in other rural based areas such as the Mornington Peninsula and the Yarra Valley.

The economy of the Surf Coast Shire is influenced by policy at the Commonwealth and State level, in addition to the local level with the Council's own policy and strategic plans.

The Commonwealth Government has a significant influence on the local economy of the Surf Coast Shire, through the setting of monetary and fiscal policy, taxation policy, pension benefits, immigration levels and other broader economic policy, which in turn influences population levels, income levels and employment.

Of relevance to this report, specific Commonwealth Government Strategies and Programs are the Tourism 2020 Strategy and the Tourism Demand Driver Infrastructure Program.

In comparison to the Commonwealth Government, the State Government plays a direct role in planning for the activation of land use, development and economic opportunities, through the Victorian Planning Provisions. These include the policy set out in the State Planning Policy Framework and the suite of zones, overlays and other planning controls that are made available to Councils to implement locally.

Local Government influences economic outcomes for the hinterland through the Surf Coast Local Planning Policy Framework, contained through the Municipal Strategic Statement (Clause 21 of the Planning Scheme) and the Local Planning Policies (Clause 22 of the Planning

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Scheme) in addition to the application of zones and overlays. The planning context for the development of the Rural Hinterland Strategy also includes other local plans and strategies, which sit outside the Planning Scheme as reference documents. These include documents such as the Surf Coast Shire Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017–2021, the Surf Coast Shire Council Plan 2013-2017, and the Surf Coast Shire Rural Strategy (2007).

Relevant material from these documents has been incorporated into the Planning Scheme, through the Planning Scheme Amendment process.

The Victorian planning system provides a framework and statutory process capable of fostering or discouraging land use outcomes. It is important to have clear policy provisions and controls, to guide the use and development of land in the rural hinterland, which in turn facilitates economic growth in a sustainable manner, supporting the overall vision for the area.

# **Commonwealth Government Strategies**

#### Tourism 2020 Strategy

The National Long-Term Tourism Strategy was launched in December 2009, followed by the 2020 Tourism Industry Potential in November 2010. The National Long-Term Tourism Strategy is being updated and sharpened since its launch to more closely align the strategy with the 2020 Tourism Industry Potential.

Tourism 2020 marks a further milestone in Australian tourism policy. It represents an integration of the long term focus, research and collaboration commenced under the National Long-Term Tourism Strategy with the growth aspirations of the 2020 Tourism Industry Potential. Tourism 2020 builds on this foundation to support industry to maximise its economic potential.

Tourism 2020 calls for cooperation between industry and the Australian and State and Territory Governments to address the barriers to industry growth. It is a whole of government approach to improve the industry's productive capacity. It focuses on creating a policy framework that will support industry growth and provide industry with the tools to compete more effectively in the global economy and to take advantage of the opportunities that Asia presents.

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The Six Strategic Areas are outlined below:

- Grow demand from Asia
- Build competitive digital capability
- Encourage investment and implement the regulatory reform agenda
- Ensure tourism transport environment supports growth
- Increase supply of labour, skills and Indigenous participation
- Build industry resilience, productivity and quality

#### **Tourism Demand Driver Infrastructure Program**

The Commonwealth Government, through the TDDI Program, allocates funding to each jurisdiction for the development of tourism infrastructure. The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) is responsible for the administration of Victoria's allocation. The TDDI Program funding is available to tourism related businesses or investors, Local Governments, tourism associations and State Government bodies.

The TDDI Program provides funding for the development of tourism infrastructure or enabling work. The Program provides funding on a matched dollar-for-dollar basis, to support projects that contribute to achieving the Commonwealth's Tourism 2020 objectives.

Funded projects should create and encourage visitation to a destination and to assist the tourism industry in meeting the Commonwealth's Tourism 2020 objectives and the Victorian Visitor Economy Strategy targets. Projects that demonstrate a collaborative approach across a region or the State, are strongly encouraged. Eligible projects, and examples for each, include:

- Environmental: the development or enhancement of natural assets such as protected and recreational areas, public spaces such as beaches and parks and walking trails.
- Built: such as mixed-use facilities, convention facilities, cultural institutions, entertainment and sporting facilities, city / town precincts and tourist attractions.
- Transport: such as roads, rail networks, ports and airports.
- Enabling: such as tourism networks, plans and feasibility studies and programs to improve industry capability and capacity (e.g. destination management planning, business planning, workforce development, cultural awareness, digital product development).

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Funding for the Victorian component of TDDI has now been committed, however, decisions regarding future funding under TDDI are the ongoing responsibility of the Commonwealth Government. Surf Coast Shire could lobby State and Federal Government, to be included within the next phase of this funding program.

# **Victorian State Planning Policy Framework**

#### Clause 09 Plan Melbourne

Where relevant, planning and responsible authorities must consider and apply the strategy Plan Melbourne 2017-2050: Metropolitan Planning Strategy, Department of Environment, Land Water and Planning, 2017 ('Plan Melbourne'). Plan Melbourne's vision for the city is guided by nine principles. To support those principles seven outcomes have been set, together with the policy directions that will be taken to reach those outcomes.

The seventh outcome of Plan Melbourne relates to the hinterland, being: Regional Victoria is productive, sustainable and supports jobs and economic growth.

The directions and policy to meet this outcome are outlined in the table below.

Table 1 - Plan Melbourne, Regional Victoria Policy Directions

| Directions  | Policy   |
|---|--|
| Invest in regional Victoria to support housing and economic growth. | Stimulate employment and growth in regional cities.                              |
|   | Support planning for growing towns in peri-urban areas.                          |
| Improve connections between cities and regions.                     | Improve transport and digital connectivity for regional Victoria.                |
|   | Strengthen transport links on national networks for the movement of commodities. |

The State Government has identified priority industry sectors with potential for growth. Collectively, there is potential to drive up to \$70 billion in additional economic output by 2025 and create more than 400,000 new jobs for Victorians. Regional Victoria is well placed to benefit from future growth and export development in a number of these sectors. These sectors and their potential for growing rural economies are outlined below:

 Regional Victoria is well positioned to take advantage of the significant job opportunities expected to emerge in the new

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- energy industries that will drive the state's transition to a net zero emission, low carbon, economy.
- In 2015-16, Victoria's food-and-fibre exports were valued at \$11.9 billion, with 27 per cent of exports sent to China. Longterm growth in Asia is expected to accelerate demand for beef, lamb, wheat and dairy products as well as processed foods.
- Tourism is another major economic driver for regional Victoria. The industry contributes \$11.5 billion to the regional Victorian economy (GRP) and generates 114,400 jobs. It contributes 13.4 per cent of total GRP and 13.4 per cent of employment.
  - Nature based tourism visitors represented 70 per cent of all international overnight visitors to the state in 2013-2014.
  - Domestic nature-based visitors had approximately 4.3 million-day trips to and within Victoria in 2013-2014.
- With new investment in infrastructure and improvements to marketing, product development and the visitor experience, there are huge opportunities for regional Victoria to increase its share of the tourism market.
- International education has been Victoria's largest services export industry for more than a decade, generating \$5.6 billion for the state and supporting 30,000 jobs in 2014. Regional education providers can offer niche expertise and significant industry expertise in fields of global significance, such as food and agriculture, soil and water, energy and resources, and the environment.
- The population services sector (such as the healthcare and social-assistance industries) is expected to drive strong employment growth in regional Victoria, particularly as a result of Victoria's ageing population. The opportunities for growth in these industries have already been demonstrated with the establishment of the National Disability Insurance Scheme headquarters in central Geelong. For this study, it is expected that these types of jobs may be focused in the townships rather than in the hinterland.

Significant policy to meet the listed State Objectives for Regional Victoria is expanded upon below.

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#### Policy 7.1.2 Support planning for growing towns in peri-urban areas

- A number of towns in peri-urban areas have capacity for more housing and employment-generating development without impacting on the economic and environmental roles that surrounding non-urban areas serve. This includes Torquay-Jan Juc township.
- Peri-urban towns can provide an affordable and attractive alternative to metropolitan living. However, strategies need to be developed for the timely delivery of state and local infrastructure to support growth and protect their significant amenity.
- Most importantly, development in peri-urban areas must also be in keeping with local character, attractiveness and amenity.
   Growth boundaries should be established for each town to avoid urban sprawl and protect agricultural land and environmental assets.

#### Policy 7.2.1 Stimulate employment and growth in regional cities

- Responses to growing transport demand in regional Victoria will be assessed and prioritised. All potential solutions and interventions will be reviewed to ensure the capacity of existing infrastructure is being optimised.
- Planning will identify infrastructure and service priorities to better link regional Victoria and Melbourne and support regional city growth.
- Opportunities will be identified to leverage expansion of the digital economy to support increased regional economic and population growth. Improvements to digital connectivity will continue to be sought, working closely with the Federal Government.

# Policy 7.2.2 Strengthen transport links on national networks for the movement of commodities

- Transport network planning must ensure that industries such as Victoria's food and fibre industry remain viable and competitive.
   This should include identification of key freight corridors and interstate freight terminals.
- The Avalon corridor near Geelong contains nationally significant economic assets, including airport, road, rail and waste facilities.
   This corridor must be safeguarded for state infrastructure opportunities and complementary development in the future.

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# Clause 11.09 G21 Region

The G21 Region comprises the municipalities of Geelong, Queenscliff, Surf Coast, Golden Plains and Colac Otway. The region is Victoria's largest regional economy and one of Australia's largest centres of agribusiness. In considering the policy objectives and strategies for the Geelong G21 region, planning authorities must consider as relevant, the G21 Regional Growth Plan (Geelong Region Alliance, 2013).

#### State Planning Support for Regional Victoria

The above strategic directions, policies and plans provide a planning based opportunity through the State Government's support in growing regional Victoria's economy, and the recognition that Melbourne's economic linkages to Regional Victoria are becoming increasingly important. The policy put forward provides the Surf Coast Shire the ability to capitalise on current growth in emerging industry sectors, particularly suited to growing the regional economy in a manner that is sustainable for the Shire's economic, social and environmental context.

# Other State Strategies

#### Victorian Visitor Economy Strategy (2016)

This Strategy maps out a clear direction for Visit Victoria, the state's new world-leading entity responsible for ensuring Victoria remains the national leader for tourism and major events, focusing on nine key areas:

- More private sector investment
- Building on the potential of regional and rural campaigns
- Maximising the benefits of events
- Improved branding and marketing
- Improved experiences for visitors from Asia
- Better tourism infrastructure
- Improved access into and around Victoria
- A skilled and capable sector
- More effective coordination

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# Victorian Food and Fibre Sector Strategy (2016)

This Strategy has been prepared by the Victorian State Government and will be delivered in partnership with industry. It sets out a long-term vision that in 2025 Victoria's food and fibre sector:

- Is creating new jobs, attracting talent and providing rewarding careers
- Has seen remarkable growth, with more value adding and product differentiation
- Is a recognised leader in the Asia-Pacific region and is a destination of choice for investors
- Is demand-driven, achieving strong and sustained export growth
- Exceeds customer expectations for safety and quality
- Has welcomed a diversity of business models, technologies and production systems
- See more small and medium enterprises (SMEs) on strong growth trajectories

The Strategy outlines the State Government's objectives and initiatives to meet the vision. These are outlined below.

Table 2 - Food and Fibre Sector Strategy Directions

| OBJECTIVE                          | INITIATIVES  |
|------------------------------------|--|
| Attract more ideas and investment. | Attract and support key industry events in Victoria.                                       |
|                                    | Build investment readiness and attract investment to the sector.                           |
| Help business innovate and grow.   | Establish an Innovation Network linking key capabilities.                                  |
|                                    | Equip businesses with the skills needed to innovate and grow.                              |
|                                    | Support businesses to integrate technology, add value and create jobs.                     |
|                                    | Support local approaches to strengthen food and beverage manufacturing.                    |
|                                    | Identify and respond to fibre manufacturing growth opportunities.                          |
| Capture market opportunities.      | Support SMEs to build export capability, including capturing e-commerce opportunities.     |
|                                    | Host inbound missions and support<br>targeted outbound missions and market<br>development. |

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|                                   | Maintain existing and facilitate new access to export markets.  |
|-----------------------------------|---|
|                                   | Support growth in food and wine tourism, and collaborative marketing.                                       |
| Develop our infrastructure.       | Improve freight infrastructure, including<br>expansion of the High Productivity<br>Freight Vehicle network. |
|                                   | Improve access to our ports to reduce delays and costs for exporters.                                       |
|                                   | Improve water security and realise the benefits of irrigation modernisation.                                |
|                                   | Improve access to ICT infrastructure and services in regional Victoria                                      |
| Improve the business environment. | Support the implementation of Regional Partnerships.  |
|                                   | Tailor facilitation services to support sector growth.  |
|                                   | Reduce regulatory and compliance burden.  |
|                                   | Work towards providing greater resource access certainty for foresters and fishers.                         |

Successful implementation of this strategy will see measurable progress in the following areas:

- The creation of more jobs in the sector
- An increased number of international participants at key industry events
- Greater capital investment in the sector
- Substantial growth in sector Gross Value of Production
- An increase in exports, including a higher proportion of valueadded exports
- More businesses with an annual turnover of over \$25 million.

# Victoria's Regional Statement (2015)

Victoria's Regional Statement is the Victorian Government's acknowledgment of the enormous contribution regional Victoria makes to Victoria's economic strength and way of life. The Statement is about creating jobs, providing a better start for young people, and supporting a brighter future for families and communities.

It is built on the Government's recognition that every region is different: from dry land to irrigated farming; and from big cities to

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small towns; and from economies reliant on food and fibre, to tourism, manufacturing and natural resources. It signals an understanding that some regions are experiencing significant population growth, while others are facing population adjustment and decline and that regional communities have their own character, their own aspirations, and their own common sense understanding of the challenges and opportunities that they face.

The Statement follows an extensive independent Review of regional economic development and service delivery led by former Victorian Premier, John Brumby. The objective of the Review was to give regional communities a say about their priorities for the future and the role government can play in delivering these.

The Regional Statement sets a new approach that will change the way government works with regional Victorians. Its centrepiece is the establishment of nine new Regional Partnerships across the State that will direct regional priorities straight into the heart of government. The Partnerships will look at the strategic priorities regional communities have identified themselves – across economic, social and environmental issues – and oversee implementation of the top priorities on a year-by-year basis. The Partnerships recognise that the opportunities and challenges facing regional communities are complex and intertwined, and that government needs to change how it operates to respond to the needs of communities. The Surf Coast Shire is within the Barwon Region, and part of the Barwon Regional Partnership, outlined below.

#### Barwon Regional Partnership

From the famous Great Ocean Road coastline, to the Otway forests, to rich farmland, to the streets of Victoria's biggest regional city, Geelong, the Barwon Regional Partnership spans spectacular and diverse landscapes.

Just over a quarter of a million people live here - almost half are under 35 - and this region is growing rapidly. The economy is dynamic, with a strong advanced manufacturing and processing sector and great potential for growth in biotechnology, information and communication technologies (ICT) and the carbon fibre sector.

Growing the education and health sectors, strengthening road and rail networks, further developing the advanced manufacturing sector, managing the impacts of transitioning industries and creating new

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jobs, will be among the issues and opportunities tackled by the Barwon Regional Partnership.

#### Regional Jobs and Infrastructure Fund

The Regional Jobs and Infrastructure Fund (RJIF) is the Victorian Government's overarching regional development package. It invests in growing jobs, building infrastructure and strengthening communities in regional Victoria.

Regional Development Victoria (RDV) manages the RJIF's three programs, with ten program streams with public grant programs under the fund, as follows:

- The Regional Infrastructure Fund (RIF)
  - Visitor Economy
  - Productive and Liveable Cities and Centres
  - Enabling Infrastructure
  - Rural Development
- The Regional Jobs Fund (RJF)
  - Investment Attraction
  - Innovation and Productivity
  - Employment Precincts
  - Market Access
- The Stronger Regional Communities Plan (SRCP)
  - Community Capacity Building
  - Population Attraction

The Government welcomes grant proposals from regional and rural local government authorities, government agencies, not-for-profits, community groups and businesses. This includes from businesses in high-growth sectors such as: medical and new energy technology; food and fibre; transport, defence and construction technology; international education and professional services.

# **Localised Planning Statements**

At a State level, Localised Planning Statements have also been developed for key regions where rural hinterlands and adjacent towns play an important role in the State. The Localised Planning Statements are long-term policies developed for particular areas identified as having significance to the broader Victorian community.

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These policies set out broad objectives for the future planning and development of these identified areas. Localised Planning Statements have been developed for the Mornington Peninsula and the Bellarine Peninsula. Development is occurring on Localised Planning Statements for Macedon Ranges and the Yarra Valley.

These policy statements seek to capture the elements that make an identified area unique and are based around areas that have significant geographic features and strong economic bases in agribusiness and tourism. Common themes in these statements include landscape elements, the connection between rural hinterlands and local townships, a sense of place and identity and tourism offers built around these attributes and environmental assets.

The Localised Planning Statements seek to identify and enhance these attributes and provide direction to help manage pressures that could potentially undermine the natural and / or non-urban uses of land in these areas. The statements provide a useful framework for considering issues for the Surf Coast. Future advocacy could be directed to developing such a policy framework for the Surf Coast, to elevate the role of the rural hinterland at a State level, and support branding and marketing of the "Surf Coast Hinterland".

#### Opportunities

State level strategies such as the Victorian Visitor Economy Strategy (2016) the Victorian Food and Fibre Sector Strategy (2016), Victoria's Regional Statement (2015), the Barwon Regional Partnership, the Regional Jobs and Infrastructure Fund and associated funding program streams, as well as the Localised Planning Statements are a strong basis for consideration and development of more detailed investigation of the planning scheme tools and implementation mechanisms to support appropriate controls, change and development.

In particular there is a need to investigate and advocate to the State Government for a Localised Planning Statement to be developed for the Surf Coast hinterland to recognise the key agricultural, food security, environmental, landscape and tourism values the locality offers to the State.

Local council planning policies will continue to apply along with any future localised planning statements and any new state policy. Local policies may require updating to reflect the localised planning

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statement, or, they may no longer be needed if council believes the localised planning statement and supporting state policies provide the appropriate level of guidance. It will be up to the Surf Coast Shire to determine if changes to local policies are required.

The type of land use, development and subdivision permitted will continue to be guided by the planning zones and overlays that apply to the land. In instances where a planning permit is required, the localised planning statement may provide stronger policy intent for the area and guide how council should determine an application.

# **Local Planning Policy Framework**

Current rural policy in the Surf Coast Planning Scheme builds on the broad State setting on rural land and has been informed by the Surf Coast Shire Rural Strategy 2007, which was adopted in December 2007. The strategy was adopted after extensive consultation including with Council officers and committees, State Government agencies, agriculture and tourism industry representatives and the broader community.

The directions of the Rural Strategy Review 2007 were incorporated into the Surf Coast Planning Scheme via planning scheme amendment C68 Pt 1 and approved by the Minister for Planning on September 2013.

The majority of Council's rural areas are zoned Farming Zone or Rural Conservation Zone. The Farming Zone was introduced by the State Government in 2005 and was a restrictive zone that limited non-agricultural development significantly. In 2013 the zone was changed by the State Government to provide a more flexible zone and provided more opportunities for other uses such as tourism however the primary focus still remained to protect high quality agricultural land.

The key directions in the Scheme related to the rural areas of the Shire are across issues of agriculture, tourism, environment and landscape issues. These are summarised as follows:

- Direct anticipated high population growth into existing townships, primarily Torquay-Jan Juc and Winchelsea and protect the rural landscape from urban intrusion.
- To maintain a clear rural-landscape separation between settlements and particularly between Torquay-Jan Juc and the Armstrong Creek southern growth corridor of Geelong.

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- Protect and enhance the rural areas of the Shire for their diverse agricultural, environmental and landscape values and opportunities.
- Support agriculture and rural industries that build the economic base of the Surf Coast Shire.
- To recognise that rural landscape vistas are highly valued for their contribution to the amenity and liveability of rural areas.
- Encourage tourism based uses that link to the natural and rural setting without compromising these values.

The above principles are explained in more detail below via categories related to agriculture, rural landscape, environmental values and tourism:

#### Agriculture

The Rural Strategy Review 2007 has informed the existing policy at Clause 21.05 Agriculture in the Surf Coast Planning Scheme, which has a focus on maintaining the agricultural opportunities in the rural areas of the Shire. Key elements of the policy are summarised below:

- Protect agricultural opportunities through minimising the use of agriculture areas for housing.
- Discourage the use and development of good quality agricultural land for activities that are not reliant on the soil.
- Maintain technically viable farming lots as much as possible and avoid small lot subdivision in rural areas.
- Support niche related farming outcomes where such can be done as part of larger lots.

This policy setting is related to agriculture use and is intended to protect the opportunity for agricultural expansion and ensure that soil related enterprises have access to land where the value of the land is recognised primarily for agriculture. As identified in the other parts of the rural hinterland background work the effectiveness of policy to limit the value of agriculture land can be challenging where the market sees value in the land for a range of reasons such as lifestyle opportunities.

A key mechanism to help prevent rural land subdivision into small lots and development for these with dwellings is operational policy at Clause 22.01 Tenement Policy in the Surf Coast Planning Scheme. This policy seeks to ensure historic small lots that have been owned in common as larger farms are discouraged from being sold off for rural

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living opportunities. The Rural Strategy 2007 reviewed this policy and considered it provided an effective mechanism to help maintain the agriculture and land based focus of rural areas in the Shire by discouraging ad hoc dwelling development in the rural areas and assisted in keeping the value of rural land linked to agriculture.

The policy at Clause 21.05 Agriculture recognises future opportunities for supporting agricultural production including investigating changing the minimum lot sizes for the Farming Zone in the Thompsons' Creek valley to potentially support more intensive farming outcomes associated with to access to recycled water and value adding that may occur with such outcomes.

The policy settings related to agriculture in the SCPS are positive and help maintain the focus of agriculture production in rural areas and the opportunity exists to review lot size settings in specific locations where new and developing forms of agriculture have potential with access to water or other key infrastructure outcomes.

There is opportunity for the current policy in relation to agriculture to better reference emerging agriculture uses such as Ravens Creek Farm and The Farmers Place where niche farming and tourism work together.

### **Rural Landscape**

Clause 21.06 of the Surf Coast Planning Scheme recognises the important role the rural and coastal landscape has in the Shire. The policy details the important role the coastal and rural landscapes make to the amenity of the area including the contribution to the lifestyle of residents and a value to the tourism economy. Managing impacts to the rural and coastal landscape and associated environmental values is a key focus of the policy.

The policy at Clause 21.06 provides a strong context for understanding how future use and development should respond to key rural settings and is an important policy in ensuring future value adding uses in rural areas are respectful of the amenity that goes with those locations. Such policy has helped guide rural development to date including the Great Ocean Road Chocolaterie between Bellbrae and Anglesea and development of The Farmers Place and Ravens Creek Farm. Such policy has also assisted with Council successfully defending decisions to refuse support for inappropriate rural development at the Victorian Civil and Administrative Tribunal (VCAT) such as a caravan park proposed to the west of Torquay.

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Recent work has also been progressed to strengthen reference in Clause 21.06 related to the importance of the hinterland of Bells Beach following the Bells Beach Taskforce findings. This is an example of where the policy can be enhanced to provide clear direction about the scale and extent of development expected in a rural setting which in the case of the Bells Beach hinterland is focused on discouraging development to protect the important vista. This context of discouraging development in certain areas is best implemented where other opportunities for development are recognised in the policy, providing balance across the overall rural setting. Such a setting does exist for the current policy for the rural areas in the Surf Coast Planning Scheme.

Ensuring clear and concise policy exists related to rural landscape values is important to create an environment of responsive rural development that relates to the agricultural setting. The use of such policy environments can be seen in the Yarra Valley. Investigating the opportunities in the identified landscape precincts is a key to ensure there is clarity about where respectful change can occur (and directing investment to these areas) as opposed to areas where limited change is expected.

#### **Environmental Values**

The rural hinterland areas contain key environment assets and the synergy between management of rural areas and environmental outcomes is important. These links in land management and environmental benefits can also align with enhancing the character and landscape features that are associated with many parts of the hinterland.

The Rural Strategy Review 2007 highlighted the following in relation to environmental issues in rural areas:

- Significant work has been done to recognise the environmental assets in the rural areas.
- Updated reference to recognising key landscape units in the rural areas is important.
- Alignment with strategies and policies in relation to catchment management, estuary management and coastal management plans is important.
- The protection of high quality agricultural land will be important in helping to manage climate change issues.

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 Continued focus on land management and environmental outcomes in planning policy for rural areas.

The Environmental Management policy at Clause 21.03 identifies a number of risks and opportunities around environmental management and rural areas. Key elements are detailed below:

- Land management outcomes that assist in management of riparian and waterway areas, promote indigenous vegetation, and reduce pest plant and animals.
- Recognise risks such as salinity and integrated fire management and ensure land management is cognisant of these issues.

The Surf Coast Planning Scheme includes several overlays that:

- Identify key environmental assets such as the Environmental Significance Overlay, Vegetation Protection Overlays and Significant Landscape Overlay.
- Identify key risks such as Flooding and Land subject to Inundation Overlays, Salinity Management Overlay and the Bushfire Management Overlay.

Combined with the landscape attributes of the rural areas highlighted earlier, the environmental policy and controls in the Surf Coast Planning Scheme help direct where, and how, changes in the rural area can occur and are a useful factor in recognising areas for change. Opportunities for value adding rural to enterprises are likely to be easier where such environmental assets and risks are less, and change in areas where those environmental features and risks are present will need to respond to those matters and help enhance the values and/or manage the risks appropriately.

The connection between climate change and rural areas is briefly detailed in current planning policy in the Surf Coast Planning Scheme, however, enhancement of this connection with updated data and research will be beneficial in highlighting the value of protecting and enhancing the rural areas.

### Tourism

The Surf Coast Planning Scheme outlines tourism policy related to the Surf Coast Shire in Clause 21.04. The important role of tourism across the Shire is highlighted in this policy and focus is provided to the role the rural areas play in tourism. The following are key directions for tourism outcomes in the rural areas of the Shire outlined in Clause 21.04:

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- Tourism development in the farming areas of the Shire should generally be of a small scale that does not compromise the agricultural use of the land.
- Tourism development should be of a nature, designed and sited to avoid conflict with existing rural uses, preserve the rural landscapes and environmental values, avoid loss of high quality agricultural land, and be within proximity of existing townships.
- Tourism development should enhance the environmental condition of the land through protection and re-establishment of native vegetation and control of pest plants and animals, erosion, salinity, stormwater and nutrient runoff. This should be demonstrated through the development and implementation of a management plan.
- Discourage tourism development from locating in prime farming areas, particularly in areas with an open rural landscape.

The Rural Strategy Review 2007 explored potential directions for specific tourism opportunities within the rural areas of the Shire. The Strategy identified two key locations where tourism proposals could be considered based on criteria that included landscape sensitivity, environmental values, proximity to townships and accessibility to the coast. The areas identified were located around Gundrys Road, north of the Great Ocean Road between Bellbrae and Anglesea, and an area south and east of Deans Marsh.

The opportunities identified in these areas included aspects such as accommodation and restaurants provided such development was modest in scale and responded to the landscape settings in which it was located. To implement such outcomes, it was originally proposed to apply the Rural Activity Zone (RAZ) to these areas. However, the State government change to the Farming Zone in 2013 provided far greater flexibility for uses to occur in those areas without the need for a zoning change and the zoning change was not pursued via a formal amendment. This also resulted in the key findings of the Rural Strategy Review 2007 related to tourism in rural areas to not be incorporated into the policy at Clause 21.04.

The development of the Great Ocean Road Chocolaterie, in the Gundrys Road area along the Great Ocean Road, is an outcome consistent with the principles of the Rural Strategy Review 2007. Opportunity exists to confirm and clarify that the areas identified for such tourism uses are still relevant and to develop policy in the Surf Coast Planning Scheme to make clear reference to these areas.

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The broader areas of the rural hinterland also have opportunity to have tourism outcomes that have more direct links to value adding in an agricultural sense such as the Ravens Creek Farm or The Farmers Place outcomes.

Considering the above, the opportunity exists to confirm the following and integrate findings into Clause 21.04:

- Direct tourism proposals such as restaurants and accommodation uses into the areas around Gundrys Road and Deans Marsh as per findings of the Rural Strategy Review 2007 where such use and development can respond to the rural setting appropriately.
- Better reference the emerging agriculture uses such as Ravens Creek Farm and The Farmers Place, where niche farming and tourism work together as well as highlight locations where these can be promoted across the rural areas.

#### Opportunities

- Enhance policy to recognise and help facilitate, where appropriate, the potential value adding of agricultural enterprises related to tourism associated with food and beverage production and paddock to plate concepts and describe areas where this can be encouraged.
- Investigate how the current planning controls related to lot size can better support agricultural outcomes associated with access to recycled water.
- Investigate the precincts for the hinterlands project and look at alignment with the landscape precincts in Clause 21.06 and investigate opportunities to simplify these further to help highlight areas for future investment.
- Ensure alignment in the planning policy in the SCPS between current Council environmental policy and the rural areas including climate change.
- Maintain the emphasis on the role rural areas play in managing environmental assets and risks and have this as priority in identifying where opportunities for change can occur in the rural areas.
- Enhance policy (rather than zoning given the current flexibility in the Farming Zone) in the SCPS to recognise identified tourism areas from the Rural Strategy Review 2007 and direct potential tourism development that can integrate with the rural setting to these areas.

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- Enhance policy in relation encouraging tourism across other appropriate rural areas of the Shire that is connected to local produce and food and beverage production that links and value adds to agricultural production.
- Advocate to the State Government for nature based tourist uses to be permit required uses in the RCZ.

### **Relevant Amendments and VCAT Decisions**

#### **Amendment C68**

Amendment C68 – part 2, Surf Coast Shire, aimed to incorporate tourism findings from the Rural Strategy 2007, into the Surf Coast Planning Scheme. As mentioned in Section 5.4 of this report, above, the Rural Strategy identified two key locations where tourism proposals could be considered based on specific criteria intended to protect the important landscape, environmental and social assets of the hinterland. The amendment aimed to introduce the Rural Activity Zone to specific sites in the Bellbrae and Deans Marsh rural hinterland, with specific provision added to target tourism opportunities in these rural areas. One of the sites at 55 Elkington Road, Bellbrae was subsequently developed as a Chocolaterie.

The purpose of the proposed zoning and associated schedule was to ensure new development was:

- Small scale
- Relevant to the land size and surrounding uses
- Unobtrusive and able to nestle into the landscape so as not to detract from the visual amenity of the area
- Not located on ridges or hilltops
- Complementary in design to the rural character of the area
- To retain the dominance of the landscape
- Capable of net gain environmental outcomes
- Self-sufficient in the provision of relevant infrastructure and associated development costs

This amendment was ultimately abandoned, due to State Government changes to the Farming Zone, which increased flexibility in the zone without the need to follow through with the amendment process. Changes to the Farming Zone did not encapsulate the desired outcomes sought through the Rural Strategy 2007 for

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tourism, and the key findings relating to tourism in rural areas were not incorporated into the policy at Clause 21.04.

The proposed amendment is relevant as it indicates the thinking of the Council at that time, and was proposed in recognition of the Council's desire to encourage tourism in potentially appropriate locations based on the land's lesser agricultural quality and lesser bushfire risk in relative terms. Opportunity exists to confirm and clarify whether the areas previously identified for such tourism uses in the Rural Strategy 2007 are still applicable and acceptable, and if so, pursue a similar amendment pathway to that originally abandoned.

#### **Amendment C116**

The Amendment modifies the Schedules to Clauses 52.03 and 81.01 to include the Incorporated Document "Livewire Park, Tree Top Adventure Facility, 180 Erskine Falls Road, Lorne, April 2016", which allows consideration of a planning permit application for an Outdoor recreation facility on the subject land. This was a site-specific planning scheme amendment to allow the land to be used and developed in a manner that would have otherwise been prohibited or restricted due to the original Rural Conservation Zoning, which prohibited 'Outdoor recreation facility'.

The amendment and concurrent planning permit application, facilitated outcomes desired through *The Rural Strategy Review 2007*, which recognised the role some parts of the Shire's Rural Conservation Zone (RCZ) can play in promoting nature based tourism (e.g.: eco accommodation, tree top walks, interpretative centres).

The locations for the Rural Conservation Zones across the Shire are generally located behind the coastal townships and areas adjacent the Otway National park. The Rural Conservation Zone in its current form provides limitations on such activities occurring through planning permit processes and generally require more complex planning scheme amendment processes. Clause 21.04 recognises that continued advocacy to the State Government to allow for more nature based tourism uses in the RCZ is required.

There is opportunity to make such uses discretionary, to be assessed on their individual merit and approved if appropriate. This would simplify the approvals and decision-making process. The Livewire Park illustrates a facility which was deemed appropriate and addressed the objectives of planning in Victoria, by:

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- Providing for the protection of the environmental values of the site, retaining the vast majority of the existing trees within the site
- Providing for a tourism use of the land that provides direct economic and social benefits to the Lorne township and surrounds
- Providing for a recreational use for the residents and visitors of Lorne and the broader area
- Incorporating environmentally sustainable design features including water tanks and solar panels into the design

### VCAT Decision P1763/2015

VCAT decision P1763/2015 was to set aside the original refusal to grant a permit by the Responsible Authority, and to grant a permit for the use and development of the land as a leisure and recreation facility, comprising an external adventure course and indoor activity centre, to be located within the farming zone. The facility was projected to provide a positive tourism outcome, having some 100,000 to 150,000 visitors per year. The proposed Adventure Park — at the corner of Gundrys Road and Great Ocean Road — was very contentious, drawing many objections from the Bellbrae community and wider environs. Council determined not to support the proposal and refused to grant a permit. Council's reasons to refuse the permit were:

- The use and development fails to meet the purposes of the Farming zone [sic] and will result in a loss of productive agricultural land and impact on the operation and expansion of adjoining and nearby agricultural uses.
- The scale and intensity of the proposal is contrary to the rural setting of Bellbrae and concentrates the impacts of tourism development in one area compromising the landscape values, agricultural activities and rural amenity.
- The scale and intensity of the proposal does not maintain the rural buffer between the townships, the open uncluttered landscape and the visual landscape qualities of the Great Ocean Road.
- The scale and intensity of the proposal requires significant traffic management measures.

The tribunal members needed to consider many strategic directions of the Surf Coast Planning Scheme, including:

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- Recognise and protect productive agricultural land and encourage sustainable agriculture.
- Enhance and expand the tourism industry.
- Protect and enhance environmental, biodiversity, landscape and heritage values and assets.
- Contain urban development to within settlement boundaries.
- Prevent land use conflict.

Among other things, respondent objectors were primarily concerned that the proposal would establish a precedent for other substantial tourist facilities with consequent impacts, such as on their rural lifestyle, traffic, environment, the rural landscape, agricultural uses and the loss of productive agricultural land. Of note, and of particular relevance, the tribunal members provided the following in response to this:

"As is commonly found by the Tribunal and responsible authorities, each permit application must be assessed on its own merits. We consider any precedent, should it be argued, that this proposal sets should be to underscore the need for the values identified in the Scheme to be understood and appropriately balanced in reaching a fair decision on the planning merits. Central to this is analysing the planning outcomes and assessing whether a specific proposal, in its individual physical setting, achieves the planning outcomes articulated by the planning authority".

Ultimately, the tribunal decided the proposal resulted in a net community benefit, providing the following:

- Clause 10.04 of the Scheme requires the decision maker to integrate the range of relevant policies and balance conflicting objectives in favour of net community benefit and sustainable development for the benefit of present and future generations. Multiple objectives must be balanced in this permit application. Questions of access, native vegetation removal and noise emissions have the greatest potential negative impacts.
- Overall, and after detailed consideration and analysis of the carefully prepared and well-presented material, we have found that:
  - The proposal has positive and acceptable outcomes in terms of the use and development of the subject land based on the relevant considerations in the Scheme.

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 Where there are potential unacceptable impacts, or unresolved matters such as wastewater disposal, we are persuaded that the impacts can be managed and mitigated to an acceptable level through permit conditions.

## VCAT Decision P877/2016

This decision overturned Council's original refusal to grant a permit for the extension of a residential building, to be used for tourist accommodation in the Rural Conservation Zone. The responsible authority issued a Notice of Refusal to Grant a Permit due to the alleged failure of the proposal to protect the environmental, landscape and cultural values of the Shire, and to respond appropriately to the objectives of the Rural Conservation Zone.

The member's reason for ultimately setting aside the Council's refusal and granting a permit, was that the proposal would result in a small, net community benefit. Reasons for the benefit are detailed below.

- The impacts of the proposed buildings and associated works on the landscape and environmental values of the land are very minor and that in the longer term the maturation of the proposed landscape is likely to result in a positive outcome.
- The proposal will contribute to the economy of the area by providing tourist accommodation in the viewshed of the Bells Beach Surfing Recreation Reserve, an important tourist related destination, while carefully protecting the valued characteristics of the area.
- The proposal will contribute to improving the accessibility of this important tourist destination for all people.
- The proposal will provide a supplementary income which will help support the ongoing going use the land for farming purposes.

The important issues in this application related to the protection of environmental and landscape values and the importance of tourism. These are issues which appear regularly in a whole range of aspects of planning policy. The member ultimately had to balance policy objectives which aim to protect the landscape values of rural precincts and ensure ecological and biological conservation, but also aim to encourage tourism opportunities and expand the tourism industry.

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This outcome highlights the importance of providing clear local strategies to ensure desired objectives for tourist development are met. It also emphasis the continued need to advocate to the State Government to allow for more nature based tourism uses in the Rural Conservation Zone, to be assessed on their individual merit and permitted on a discretionary basis.

### **Relevant Precedence**

### **Greater Geelong**

As discussed, in 2013 the State Government changed the rules on the types of development that can occur in rural areas through Victoria Planning Provisions and Planning Schemes by Amendment VC103 (5 September 2013). Principally the reforms sought to provide flexibility for farmers and land owners, support business, encourage tourism and provide greater flexibility of land uses. A number of changes were made to both the Farming (FZ) and Rural Conservation (RCZ) zones.

The City of Greater Geelong has recently amended local policies in relation to their rural areas, which re-establish the link between rural activity on the land and decision making guidelines for discretionary uses. The Greater Geelong Planning Scheme previously managed tourism development in rural areas through a Local Planning Policy (LPP) for *Tourism Development in Rural Areas* (Clause 22.06). This has now been amended to *Tourism, Accommodation and Function Centre Development in Rural Areas*.

Amended Clause 22.06 applies to all land zoned Farming and Rural Conservation, the objectives of which are:

- To support tourism development in rural areas that contributes to the growth of the tourism market.
- To diversify the range of accommodation types to address an identified demand.
- To preserve the productive agricultural capacity of the land and where possible enhance the environmental condition of the land.
- To ensure the scale of development will complement and respect the rural landscape character of the area;
- To ensure development will not result in the urbanisation of the area;
- To ensure a mix of accommodation options are provided in camping and caravan parks.

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Clause 22.06 now provides policy for tourism, accommodation and function centres, in relation to the following areas:

- Preferred location
- Impacts on agricultural activity
- Design and Siting
- Amenity
- Traffic and Services
- Camping and caravan park design

The amendment also introduced a brand new policy, Clause 22.64, *Discretionary Uses in Rural Areas.* The objective of new Local Planning Policy 22.64 is:

- To discourage discretionary non-agricultural uses in rural areas that could reasonably be located in an urban zone.
- To preserve the productive agricultural capacity of the land and where possible enhance the environmental condition of the land.
- To maintain the unique rural landscape character of rural areas.

For a discretionary non-agricultural use, it is policy that:

- The intensity of the use will complement and support the local rural context.
- The use will not result in an unreasonable loss of productive agricultural land.
- Existing agricultural activity on adjoining land will not be compromised.
- The scale of the development will complement and respect the rural landscape character.
- Buildings and structures are designed and sited to not be visually dominant and can blend into the surrounding landscape and natural environment. Visual impacts should be mitigated or minimised through sensitive design, landscaping, materials and colours.
- The site has access to an appropriately constructed or sealed road that is capable of accommodating anticipated traffic levels or has convenient access to a major road.
- The site has access to all necessary servicing infrastructure.
   Where infrastructure is required or needs upgrading the applicant will meet all costs.

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Amendment VC103 brought about the potential for a number of permit applications to be received for the new discretionary uses. This has created a gap in the Surf Coast Local Planning Policy to guide this decision making process. The Surf Coast Shire has an opportunity to prepare new local policy(ies) and review existing policies to address the changes introduced by VC103. Similar to Geelong's Clause 22.64, this policy could be used to guide applications for discretionary uses in the Farming and Rural Conservation Zones, and provide clear guidelines for the decision making process.

## Planning Issues for the Hinterland

## Clarifying Uses in the Rural Conservation and Farming Zones

There is currently a gap in the Surf Coast Planning Scheme to guide decision making for discretionary uses in the Rural Conservation and Farming Zones. There is competing policy in relation to the protection of environmental and landscape values and the promotion of tourism facilities and the economic development it brings.

Many Rural Conservation Zones are located on the fringe of towns and generally have a low agricultural value. In many cases such areas were zoned to preserve a significant viewline.

The role of tourism in the Farming Zone needs clarification. This could include guidelines to support tourism of particular types in precincts of the hinterland. Moreover, decoupling tourism from needing an agricultural use could be explored.

Tourism uses are diverse and can include leisure and recreation, outdoor recreation, food and drink processing and accommodation.

The discretionary uses that present opportunity in these zones need to be identified and tested based on the directions of the strategy development process. Guidelines that might be considered include:

- Location within a defined tourism precinct;
- Impact on image and landscape and environmental values;
- Complementarity to farming practices; and
- Access to arterial route / tourism route.

# **Refining Planning Policies**

In addition to the above, there is an opportunity to refine Surf Coast Shire's Local Planning Policy Framework to align with the outcomes of the final strategy (when available), addressing Agriculture Policy,

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Rural Landscape Policy, Environmental Values Policy, Tourism Policy, Bushfire Management Policy, Infrastructure Policy and Economic Development Policy.

Consideration could also be given to preparation of Localised Planning Statements. These provide a basis for more detailed investigation of Planning Scheme tools and implementation mechanisms to support appropriate controls, change and development. There is an opportunity to investigate and advocate to State Government for a Localised Planning Statement to be developed for the Surf Coast hinterland to recognise the key agricultural, food security, environmental, landscape and tourism values the locality offers to the State.

# **Summary**

The current policy in the Surf Coast Planning Scheme provides direction on the important role of the rural hinterland areas to the Surf Coast in terms of economic value, amenity and environmental outcomes.

As part of the strategy development process, there is opportunity to:

- Clarify land use zones and areas in which agricultural and tourism sectors should be focused;
- Clarifying discretionary uses in the Rural Conservation and Farming Zones; and
- Refining planning policies to align with strategy outcomes.

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# 3 LAND USE AND INFRASTRUCTURE REVIEW

## Introduction

This section of the report provides a profile of land use, lot size and infrastructure conditions in the hinterland area. This includes an overview of agricultural and business uses in the area and provision of transport, telecommunication and water and sewerage infrastructure.

## **Land Use Profile**

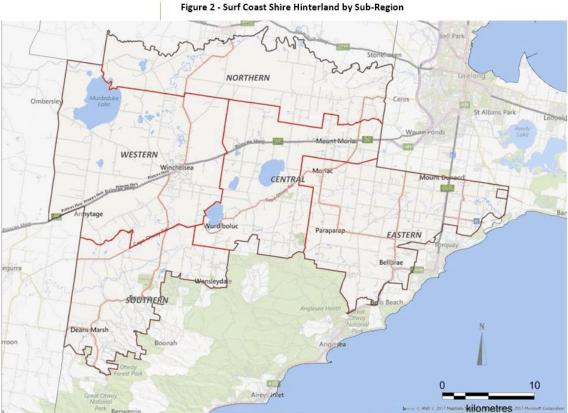
The land use profile of the Surf Coast hinterland has been undertaken for the purposes of providing information to assist in the preparation of the Hinterland Strategy.

The hinterland has been split into five sub-regions to assist profiling (based on Surf Coast Shire definitions). These are as follows:

- Northern sub-region;
- Western sub-region;
- Central sub-region;
- Eastern sub-region; and
- Southern sub-region.

These areas are shown in in the figure below.

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# **Zones and Overlays**

The current land use zoning and overlay framework is shown in the following two figures. The Farming Zone (FZ) is the primary zone in the hinterland area. The Rural Conservation Zone (RCZ), Public Conservation and Resource Zone (PCRZ) and Rural Living Zone (RLZ) are also notable in the area.

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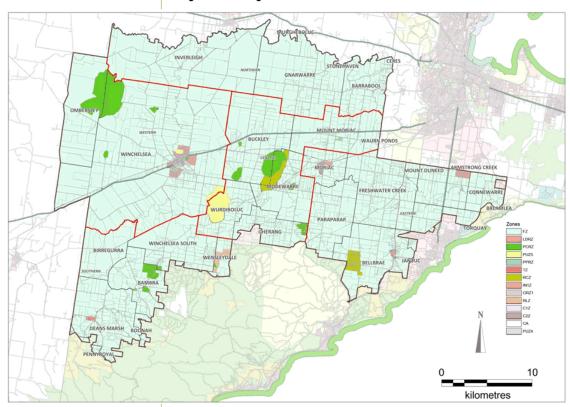


Figure 3 - Planning Scheme Zones

The Rural Strategy Review 2007 identified five landscape precincts based primarily on landscape features, but also factoring in land use, agricultural quality, tenement/allotment patterns and environmental values.

The key elements of the landscape precincts are summarised below:

- Winchelsea Plains productive agricultural land with larger lots and includes intensive animal husbandry uses such a piggeries and broiler farms.
- Barrabool Hills significant ridgeline topography with smaller lots and sparse settlement pattern and opportunity for more intensive use subject to water with close proximity to Geelong.
- Mixed farming undulating and cleared land with broad acre farming opportunity at the western end and the eastern end has opportunity for more intensive, irrigated agricultural outcomes subject to access to water.

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- Cape Otway Road to Northern Foothills and Coast undulating land with a combination of open pastures with dense bush in pockets and includes Bells Beach. Parts around Deans Marsh have an opportunity for tourism outcomes associated with an attractive setting and niche agriculture outcomes.
- Otway Ranges and Coast features dense forest and coastal heath in hilly setting along the coast. Visually attractive and dominated by Otway Park. High fire risk and environmental values will impact on opportunities for tourism uses outside the townships.

These areas are shown in in the figure below.

AREA
MIN. LOT
SIZE (HA)
Winchelsea Plains
Barrabool Hills
Thompsons Creek
Catchment Area
Otway Hills and
Coastal Hinterland
Deans Marsh District
40

Figure 4 - Rural Strategy Review 2007 Five Landscape Precincts

Subdivision of Farming Zone land in each of the five landscape precincts is restricted to the minimum sizes (hectares) shown in Figure 4.

An audit of land stock by planning zone is shown in the table below and identifies that the large majority – approximately 95 hectares or 94% of the total land area – of the existing land in the rural hinterland is zoned Farming Zone.

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Table 3 - Land Stock by Zone, Surf Coast Hinterland

| Zone     | Area HA    | Share  |
|----------|------------|--------|
| FZ       | 95,157.45  | 93.9%  |
| PCRZ     | 2,725.05   | 2.7%   |
| PUZ6     | 993.32     | 1.0%   |
| RCZ      | 743.88     | 0.7%   |
| RDZ2     | 628.08     | 0.6%   |
| LDRZ     | 444.30     | 0.4%   |
| RLZ      | 164.40     | 0.2%   |
| GRZ1     | 155.48     | 0.2%   |
| PPRZ     | 147.08     | 0.1%   |
| TZ       | 129.55     | 0.1%   |
| IN1Z     | 23.38      | -      |
| C2Z      | 13.22      |        |
| CA       | 0.05       |        |
| Total HA | 101,325.24 | 100.0% |

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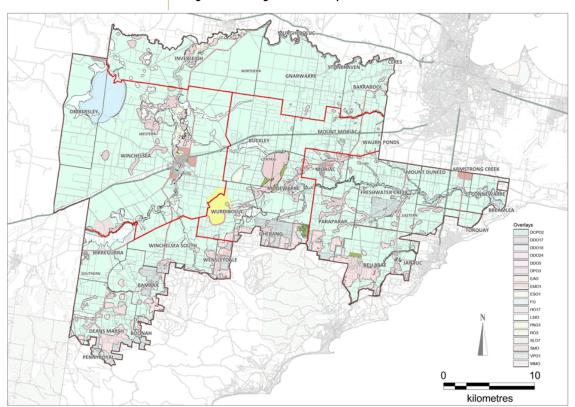


Figure 5 - Planning Scheme Overlays

# **Lot Sizes**

The figure below provides an indication of the distribution of lots according to lot size across the hinterland area. A clear pattern is evident with a north south split. Larger lots are common to the northern portion of the hinterland area, while smaller lots are concentrated on the south, with notable concentrations around Winchelsea, Deans Marsh, Wensleydale, Gherang, Bellbrae, Jan Juc, Moriac and Mount Moriac.

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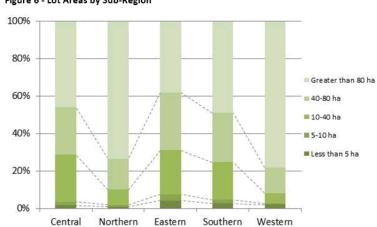


Figure 6 - Lot Areas by Sub-Region

Smaller lots (less than 5 hectares) make up over half of the total number of lots (57%). Despite this, the area of such lots accounts for just over 2% of total lot coverage in the hinterland area. Conversely, the larger lots - while accounting for around 8% of lots in numerical terms - make up nearly 60% of the total area.

| Га | ble | 4 | _ | Lot | Sizes | bν | Size | Band  |
|----|-----|---|---|-----|-------|----|------|-------|
| 10 | mie | - | - | LUL | JILES | ωv | 312E | Dallu |

| Lot Size Band            | Number of<br>Lots | Percent of total lots | Total Area<br>(ha) | Percent of total area |
|--------------------------|-------------------|-----------------------|--------------------|-----------------------|
| Less than 5 Hectares     | 2,203             | 57%                   | 2,326              | 2%                    |
| 5-10 Hectares            | 238               | 6%                    | 1,714              | 2%                    |
| 10-40 Hectares           | 687               | 18%                   | 15,750             | 16%                   |
| 40-80 Hectares           | 400               | 10%                   | 22,174             | 22%                   |
| Greater than 80 Hectares | 306               | 8%                    | 59,593             | 59%                   |
| Total                    | 3,834             | 100%                  | 101,557            | 100%                  |

The distribution of lot sizes by sub-region within the hinterland area is shown in the figure below. The figure shows the Western sub-region is dominated (in total area terms) by large lots, with the same being true for the Northern sub-region.

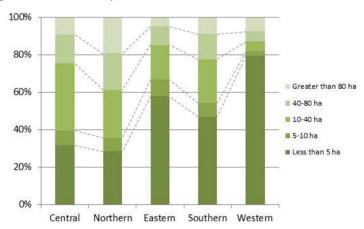
Conversely the Eastern, Central and to a lesser extent the Southern sub-regions have a smaller proportion of total land area accounted for by the largest lots.

Even though the Western sub-region has the highest proportion of land accounted for by large lots, the same sub-region also has the

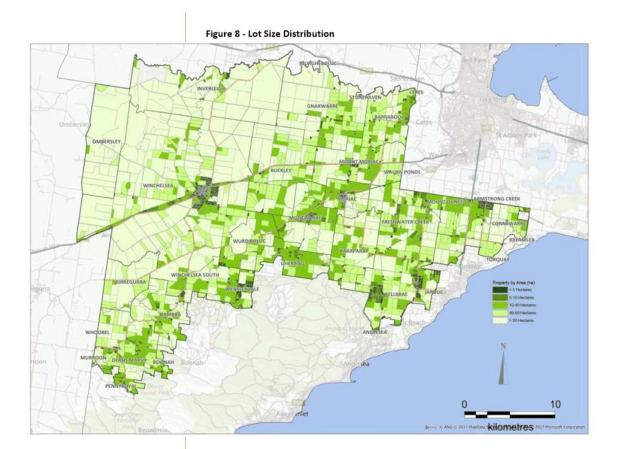
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highest number of lots accounted for by the smallest lots (i.e. those less than 5 hectares).

Figure 7 - Lot Distribution by Number of Lots



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In terms of the total number of lots by type, the majority - as shown in the figure below - are residential rural / rural lifestyle lots. These lots account for 30% of all lots in the hinterland area and with other land uses broadly categorised as residential (including detached dwellings, vacant dwelling lots) account for 62% of all lots in the hinterland area.

Ref: M17061 HillPDA Page 45 | 140

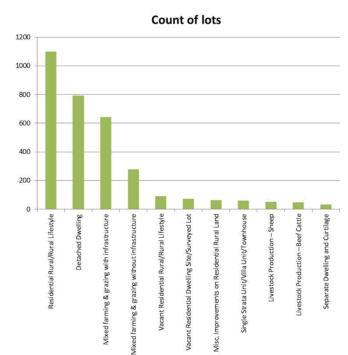


Figure 9 - Lots by Type - Total Number

The classification of lots by broad land use is show below. The residential lots in the hinterland area are distributed to the south, east and west, with limited residential land use to the north and north-west. As described in figure 9 above residential also includes those dwellings on rural or rural lifestyle lots not being used for other purposes.

Ref: M17061 HillPDA Page 46 | 140

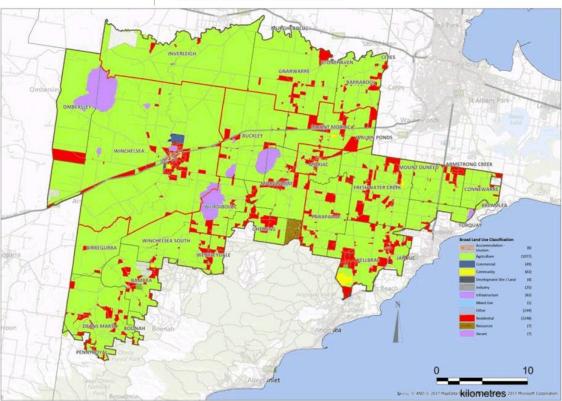


Figure 10 - Broad Land Use Distribution

A sample of notable rural business types in the hinterland area is depicted in the figure below. This identifies a sample of rural businesses that are identified in tourism and other places of interest map sources. While there are many other worthy businesses, not all have been listed.

Ref: M17061 HillPDA Page 47 | 140

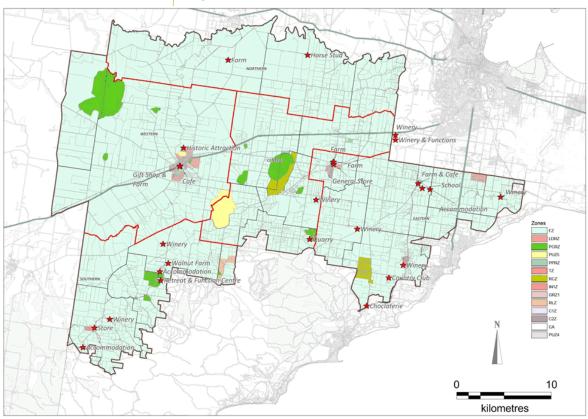


Figure 11 - Zones and Selected Rural Businesses

# **Agricultural Land Use**

Mixed farming and grazing — with / without infrastructure - are the dominant forms of agricultural land use accounting for 86% of agricultural lots in the hinterland area by number, and 77% by land area. When livestock production - both sheep and cattle are included - the proportion of lots and land consumed rises to 95% and 93% respectively.

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Table 5 - Lots and Land Consumption by Agricultural Land Use

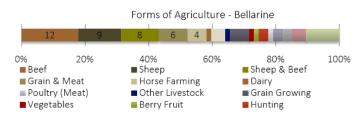
| Table 5 - Lots and Land Consumption by Agricultural Land Use |                  |           |  |  |  |  |
|--|------------------|-----------|--|--|--|--|
|  | Count of<br>lots | Area (HA) |  |  |  |  |
| Mixed farming & grazing with infrastructure                  | 643              | 45,904    |  |  |  |  |
| Mixed farming & grazing without infrastructure               | 278              | 20,437    |  |  |  |  |
| Livestock Production — Sheep                                 | 51               | 9,534     |  |  |  |  |
| Livestock Production — Beef Cattle                           | 49               | 4,695     |  |  |  |  |
| General Cropping   | 13               | 1,979     |  |  |  |  |
| Market Garden - Vegetables                                   | 8                | 473       |  |  |  |  |
| Poultry (broiler production)                                 | 8                | 1,295     |  |  |  |  |
| Mixed farming and grazing                                    | 7                | 149       |  |  |  |  |
| Softwood / Hardwood Plantation                               | 6                | 662       |  |  |  |  |
| Horse Stud/Training Facilities/Stables                       | 4                | 868       |  |  |  |  |
| Vineyard   | 3                | 56        |  |  |  |  |
| Plant/Tree Nursery   | 2                | 14        |  |  |  |  |
| Livestock Production - Dairy Cattle                          | 2                | 175       |  |  |  |  |
| Piggery  | 1                | 189       |  |  |  |  |
| Domestic Livestock Grazing                                   | 1                | 2         |  |  |  |  |
| Commercial Flower and Plant Growing – (outdoor)              | 1                | 66        |  |  |  |  |

Previous work<sup>1</sup> identified a lack of diversity in agriculture in the hinterland, particularly when contrasted with areas such as Geelong's Bellarine area. In the Bellarine, 65% of agriculture businesses are geared toward animal husbandry, with a more diverse spread of business types throughout the industry.

Ref: M17061 HillPDA Page 49 | 140

<sup>&</sup>lt;sup>1</sup> Remplan 2016

Figure 12 - Agriculture Businesses - Bellarine



Source: REMPLAN 2016

The distribution of agricultural land uses across the Surf Coast hinterland area is shown below. The distribution of mixed farming and grazing land is relatively even across the hinterland area - with the exception of the Southern region. The Central, Northern, Eastern and Western sub-regions all contain between 20% and 25% of the mixed farming and grazing land, while the Southern sub-region contains just 14% of the hinterland area total.

The concentration of agricultural subsectors by sub-region is shown below.

Table 6 - Agricultural Sector - Proportion of Land Area by Sub-Region

| Sector  | Central | Northern | Eastern | Southern | Western |
|---|---------|----------|---------|----------|---------|
| Mixed Farming and Grazing                       | 20%     | 21%      | 25%     | 14%      | 20%     |
| Livestock Production                            | 6%      | 11%      | 0%      | 21%      | 63%     |
| Horse Stud/Training Facilities/Stables          | 9%      | 87%      | 4%      | 0%       | 0%      |
| Poultry (broiler production)                    | 16%     | 10%      | 7%      | 0%       | 67%     |
| Piggery   | 0%      | 0%       | 0%      | 0%       | 100%    |
| General Cropping                                | 0%      | 51%      | 0%      | 13%      | 36%     |
| Market Garden - Vegetables                      | 7%      | 5%       | 73%     | 0%       | 15%     |
| Vineyard  | 36%     | 0%       | 26%     | 38%      | 0%      |
| Softwood Plantation                             | 0%      | 0%       | 0%      | 100%     | 0%      |
| Plant/Tree Nursery                              | 0%      | 70%      | 30%     | 0%       | 0%      |
| Commercial Flower and Plant Growing – (outdoor) | 0%      | 0%       | 100%    | 0%       | 0%      |

Livestock production is concentrated in the Western sub-region and this area account for 63% of the hinterland area's livestock production. The Western sub-region also contains the majority - or 72% - of the hinterland area's sheep production.

Horse Stud / Training Facilities / Stables are concentrated in the Northern sub-region, including the Rosemont Stud in Gnarwarre. Nearly 90% of the hinterland area's 868 hectares of land consumed by this land use is in the Northern sub-region. Other notable equine industry locations in the hinterland area include the Carawatha Stud, Buckley in the Central sub-region.

The Western sub-region is home to the bulk of the hinterland area's Poultry production. It is estimated that 67% of the hinterland area's broiler production is concentrated in the Western sub-region, with

Ref: M17061 HillPDA Page 50 | 140

10

kilometres

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significant facilities to the west of Winchelsea, off Peels Road between Winchelsea and Inverleigh, and off the Winchelsea-Deans Marsh Road to the South of Winchelsea.

General cropping is another significant agricultural land use in the hinterland area, accounting for nearly 2,000 hectares of land in the hinterland area. This is concentrated around Inverleigh in the Northern sub-region, Birregurra in the South, and dispersed across the Western sub-region.

Figure 13 - Agricultural Lot Distribution

Ref: M17061 HillPDA Page 51 | 140

# **Commercial Land Use**

The distribution of commercial and industrial land use by type across the hinterland area's sub-regions is shown below.

Table 7 - Properties by Land Use Classification – Land Area SQM

| Table 7 - Propert | Central | Northern | Eastern | Southern | Western   | Total     |
|-------------------|---------|----------|---------|----------|-----------|-----------|
| Retail            | 0       | 0        | 106,688 | 11,442   | 32,427    | 150,556   |
| Industrial        | 0       | 0        | 0       | 0        | 213,336   | 213,336   |
| Food and Drink    | 32,381  | 0        | 530,235 | 0        | 14,133    | 576,748   |
| Post Office       | 0       | 0        | 0       | 0        | 721       | 721       |
| Health            | 0       | 0        | 998     | 0        | 3,398     | 4,396     |
| Other             | 0       | 0        | 0       | 0        | 10,073    | 10,073    |
| Museum            | 0       | 0        | 0       | 0        | 1,300,256 | 1,300,256 |
| Total             | 32,381  | 0        | 637,921 | 11,442   | 1,574,343 | 2,256,086 |

While this table represents the split between areas, it does not accurately portray the difference in distribution of the various land use classes. For example, the Eastern sub-region is shown to contain approximately 53 hectares of land use dedicated to food and drink premises. However, there were just six properties identified as food and drink establishments in the Eastern sub-region – comprising one pub, two cafés, two restaurants, and one licensed restaurant.

The number of properties in each land use category by sub-region is shown below. The table shows the majority of commercial and industrial properties are located in the Western sub-region, which accounts for 58 of the 74 properties in these land use classifications.

Table 8 - Properties by Land Use Classification - Number

|                | Central | Northern | Eastern | Southern | Western | Total |
|----------------|---------|----------|---------|----------|---------|-------|
| Retail         | 0       | 0        | 5       | 3        | 24      | 32    |
| Industrial     | 0       | 0        | 0       | 0        | 25      | 25    |
| Food and Drink | 1       | 0        | 6       | 0        | 3       | 10    |
| Post Office    | 0       | 0        | 0       | 0        | 1       | 1     |
| Health         | 0       | 0        | 1       | 0        | 2       | 3     |
| Other          | 0       | 0        | 0       | 0        | 2       | 2     |
| Museum         | 0       | 0        | 0       | 0        | 1       | 1     |
| Total          | 1       | 0        | 12      | 3        | 58      | 74    |

Ref: M17061 HillPDA Page 52 | 140

Further analysis of the data reveals that all of the commercial and industrial properties in the Western sub-region are located in Winchelsea, which is not the focus of the Hinterland Strategy. Winchelsea is also home to the only property identified by a land use code as being a Museum / Gallery — being the Barwon Park Mansion, located 3km north of the Winchelsea town centre.

Other locations with commercial and industrial land uses within the area are largely concentrated in the Eastern sub-region, which is home to a further 12 of the hinterland's commercial and industrial properties; five of which are in Bellbrae, with a further three in Moriac and three in Freshwater Creek. Deans Marsh, in the Southern sub-region, is home to three commercial-industrial land use properties.

## Transport

#### Roads

The hinterland is served by a road network including arterial roads and highways together with a network of local roads. The Princes Highway runs east—west connecting Geelong through Winchelsea to Colac and beyond through to Camperdown and Warrnambool.

Other significant roads in the region are noted as follows:

- The Cape Otway Road from Moriac through Winchelsea South to Birregurra;
- Geelong Ring Road connecting Melbourne to Freshwater Creek via Anglesea Road;
- Winchelsea Deans Marsh Road (from Winchelsea to Deans Marsh);
- Deans Marsh Lorne Road (from Deans Marsh to Lorne);
- Great Ocean Road from (Torquay to Allansford); and
- Surf Coast Highway (from Geelong to Torquay and the Great Ocean Road).

Improvements to the network in recent years include:

- Duplication of the Princes Highway to Winchelsea and to Colac;
- Safety improvements to the Great Ocean Road; and
- Completion of the Geelong Ring Road / Princes Highway West.

Ref: M17061 HillPDA Page 53 | 140

The road network serves incoming cars (primary mode of transport), while there are enough walking/cycling trails to serve the nature-based tourists and exploit the natural environment.

However, the transport infrastructure is not of a sufficient quality to accommodate high volumes of traffic, especially along Lorne Deans Marsh Road, which is experiencing higher demand and a key connection with Great Ocean Road.

Many of the unsealed roads are unsuited to tourist traffic. The Pennyroyal Valley has a large cluster of tourism related businesses on unsealed roads and access is problematic. Cycling both on and offroad is also problematic throughout the area.

The road network and transport infrastructure in the hinterland is shown below.

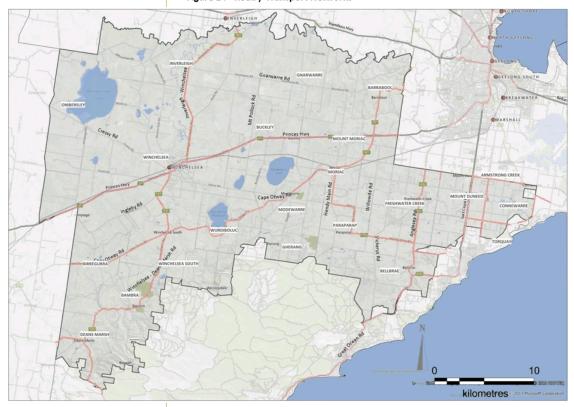


Figure 14 - Road / Transport Networks

Ref: M17061 HillPDA Page 54 | 140

## **Public Transport**

Surf Coast is served by both train and bus services, operated by the state as well as private providers. The table below shows that public transport services operate in eight towns within the Surf Coast Region, including several towns within the hinterland (e.g. Deans Marsh and Winchelsea). However, there is only one train line servicing the region, which runs through Winchelsea.

Table 9 - Public Transport Services for the Surf Coast Region

| Town         | Bus      | Train | Comments   |
|--------------|----------|-------|--|
| Anglesea     | ✓        | *     | V/line GOR Bus service                               |
| Aireys Inlet | <b>√</b> | ×     | V/line GOR Bus service                               |
| Bellbrae     | ✓        | *     | V/line GOR Bus service                               |
| Deans Marsh  | <b>√</b> | ×     | Colac-Lorne Summer service                           |
| Jan Juc      | ✓        | *     | V/line GOR Bus service<br>McHarry's private operator |
| Lorne        | <b>√</b> | ×     | V/line GOR Bus service<br>Colac-Lorne Summer service |

Rail services connecting the hinterland are limited to the Warrnambool to Melbourne line. A station at Winchelsea provides connectivity to Geelong and Melbourne with eight daily train services connecting to Melbourne and one train terminating at Geelong. Bus services provide connectivity to the rest of the hinterland.

## **Walking Tracks**

There are more than 70 bush and coastal walks in the Surf Coast, covering the hinterland and beachfront areas. These serve to encourage nature-based and adventure seeking visitors to the area.

The more prominent - and more popular - walking track is the Surf Coast Walk, covering 44km along the coast, from Breamlea to Fairhaven. In addition, there are numerous walks around the Lorne area that take into account surrounding waterfalls and hinterland areas (a sample of these walking tracks are outlined in this section of the report).

# **Cycling Trails**

While there are numerous BMX / mountain bike parks throughout the region, there are also more than 30 recommended cycle trails in the Surf Coast. In addition, the Tanners Road Camp Site area is becoming a popular spot for mountain bike riders to connect to trails.

Ref: M17061 HillPDA Page 55 | 140

In addition, the prominent Otways Cycle Trail, while beginning outside the region, traverses both coastal and inland routes and connects through Surf Coast townships.

Overall however, while there are some isolated bike paths throughout the region, there is very limited interconnection. There are no bike paths and inadequate bike lanes for safe cycling from towns into the hinterland, which limits accessibility.

### Airport

Avalon Airport (30 minutes by road from Surf Coast) is the second airport serving Melbourne and Victoria. It is a curfew free airport with a single runway, currently used by Jetstar for domestic flights and offers freight and ground handling services. Passenger movements are predicted to reach 9 million by 2031. Further expansion of the airport is mooted, which will increase passenger handling capacity and provide international aircraft services.

### **Ports**

GeelongPort is located in Corio Bay. It is the largest bulk port in south-east Australia. The port comprises 15 berths across two primary precincts, Corio Quay and Lascelles. The Port handles over 600 vessel visits every year, with a majority of the shipping activity linked to the bulk liquid berth at Refinery Pier.

As the second largest port in Victoria, GeelongPort handles more than 10.5 million tonnes of product annually across a broad range of industry segments, including crude oil, wood-chip, fertiliser and break bulk cargo. Tonnage handled by cargo type is shown below.

Table 10 - Tonnes Handled Annually at GeelongPort by Cargo Type

|                | 2012      | 2013       | 2014       | 2015       | 2016       | 2017       |
|----------------|-----------|------------|------------|------------|------------|------------|
| Woodchip       | 742,903   | 640,827    | 739,427    | 965,106    | 1,435,498  | 1,435,031  |
| General Cargo  | 344006    | 671,057    | 967,153    | 349,060    | 271,502    | 251,530    |
| Fertiliser     | 1135371   | 1,264,366  | 1,429,529  | 1,489,020  | 1,532,261  | 1,651,171  |
| Other Dry Bulk | 309683    | 309,683    | 337,098    | 952,803    | 855,188    | 861,457    |
| Liquid Bulk    | 6,818,950 | 7,410,327  | 7,283,459  | 7,219,154  | 6,861,278  | 6,613,000  |
| Total          | 9,350,913 | 10,323,672 | 11,372,371 | 10,877,528 | 10,961,996 | 11,027,499 |

Source: GeelongPort

Ref: M17061 HillPDA Page 56 | 140

Existing infrastructure, including channel depths, is geared to bulk cargo. Neither the infrastructure nor the channels are capable of serving larger container traffic, making connectivity to road and rail systems important for the Port's ability to compete for bulk freight traffic. Over 135,000 truck movements are generated annually.

## **Water Resources**

The information that follows relates to water, sewerage and recycled water infrastructure in the hinterland area.

Barwon Water is the service authority responsible for providing drinking water, recycled water and sewerage services to the hinterland area. A summary of the services is shown in the following figures below. These pipelines transfer bulk water from one storage to another and are not available to supply properties en route. Barwon Water's current policy is that individual properties are not permitted to connect to major transfer mains. Reticulation mains are shown in the township areas and their extent. Tappings are allowed from reticulation type mains.

Ref: M17061 HillPDA Page 57 | 140

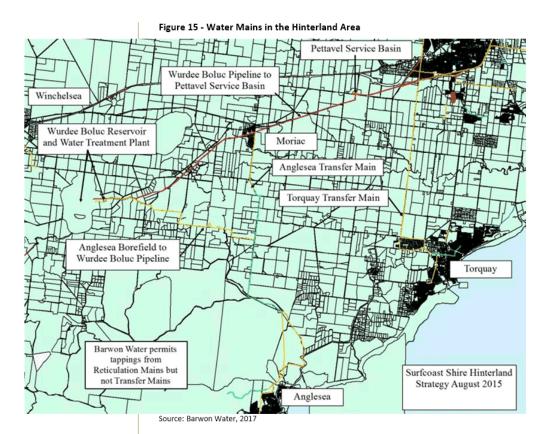
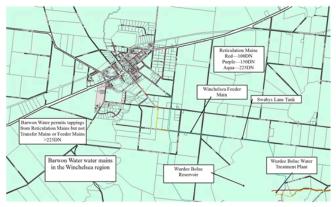


Figure 16 - Water Mains in the Winchelsea Area

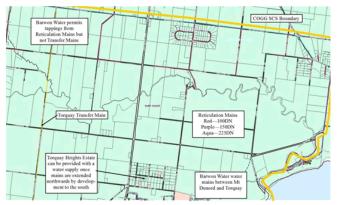


Ref: M17061 HillPDA Page 58 | 140



Figure 17 - Water Mains in the Moriac Area

Figure 18 - Water Mains between Torquay and Mount Duneed Area



## Telecommunications

NBN provision will cover the majority of the hinterland area. Winchelsea is covered (as at September 2017) by fixed line NBN with fixed wireless build commenced in in the hinterland towns of Deans Marsh and Moriac. The build has not yet commenced to cover Bellbrae.

Limited internet access has been identified as a significant constraint on businesses in the hinterland. Poor connectivity limits the efficiency of businesses to operate – by limiting file transfers, access to information, communication with customers and suppliers.

Ref: M17061 HillPDA Page 59 | 140

Figure 19 - NBN Rollout



Source: NBN co - Rollout map 2017

### **Water Supply**

Water supply to the hinterland is provided from the Upper Barwon catchment, with key water storages being West Barwon Dam near Forrest and Wurdee Boluc Reservoir near Winchelsea. The water supply can also be supplemented with groundwater sourced from borefields at Barwon Downs and Anglesea. Untreated water is transferred from West Barwon Dam to Wurdee Boluc reservoir by means of an open gravity channel.

At Wurdee Boluc reservoir, the water is filtered and disinfected and is conveyed by pipeline to the Geelong system as well as to the Bellarine Peninsula. The pipeline to Geelong follows the railway line and passes through the township of Moriac. Water is also pumped north to a tank which supplies Winchelsea.

The water is treated to a high standard to meet the requirements of the Safe Drinking Water Act and is priced such that the cost of production and distribution of this high quality product is recovered.

Irrigated agricultural enterprises that require highly seasonal large volumes of water (not necessarily of the quality of drinking water) are unlikely to be commercially feasible using this highly treated drinking water due to the cost and system capacity limitations.

Southern Rural Water is responsible for management of stream and groundwater extraction licences in the region. These sources, if any are available, would more likely be sources used for irrigated agriculture, rather than more expensive drinking water.

Ref: M17061 HillPDA Page 60 | 140

### Sewerage

Sewerage is only provided to some townships within the hinterland area. Torquay and Jan Juc are connected to the Geelong Sewerage system at Black Rock. There is one inland Water Reclamation Plant (WRP) at Winchelsea and three coastal WRPs at Anglesea, Aireys Inlet and Lorne. These plants adequately cater for their current populations and service lots within the township boundary.

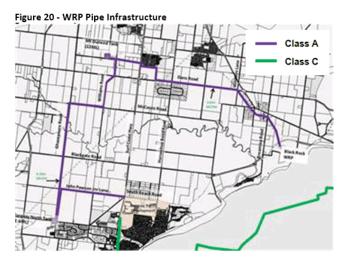
Recently, to coincide with the Growing Winchelsea Strategy, Barwon Water completed a strategy which sets out the staged upgrades required to meet a target population of 10,000 people.

### **Recycled Water**

Recycled water is generated at the WRPs at Winchelsea, Anglesea, Aireys Inlet, Black Rock and Lorne. Recycled Water from the plants is reused where feasible. The coastal water reclamation plants discharge excess treated effluent to the ocean in compliance with a licence issued by EPA, while the Winchelsea treated effluent is used onsite to irrigate tree lots and pasture. The quality of the recycled water differs at each of the plants. The two main potential sources of recycled water in the hinterland area are the Black Rock WRP and the Winchelsea WRP.

Black Rock WRP – The Black Rock Water Treatment Plant pumps approximately 17,500 megalitres of treated water into the ocean each year. The Black Rock WRP produces both Class A and Class C recycled water. Class C recycled water is distributed via privately owned pipelines to properties around the plant as well as in Torquay and Barwon Heads. Class A is provided to houses in the Armstrong Creek and Torquay North growth areas. In addition to this, some Class A recycled water is supplied to agriculture along the Class A pipe route to Torquay. This is via a short term connection agreement, prior to the demand being taken up by houses. The pipeline routes are shown below.

Ref: M17061 HillPDA Page 61 | 140



Source: Barwon Water, 2017

 Winchelsea WRP - The volume of Class C recycled water produced at the plant will increase over time as the population grows. The table below presents the volume of recycled water from the Winchelsea WRP which could be available for use if feasible.

Table 11 - Recycled Water Volume Potential

| Year | Population Sewered | Excess Class C Recycled<br>Water Available for<br>Irrigation (ML) |
|------|--------------------|---|
| 2015 | 1,433              | 50  |
| 2020 | 1,618              | 64  |
| 2025 | 1,817              | 79  |
| 2030 | 2,026              | 94  |
| 2035 | 2,258              | 111   |

Source: Barwon Water, 2017

Ref: M17061 HillPDA Page 62 | 140

The specific services available to each area are summarised below.

Table 12 - Water Services Provision

| Area             | Reticulated Water<br>Supply | Recycled Water  | Sewerage |
|------------------|-----------------------------|-----------------|----------|
| Anglesea         | ✓                           | ✓ (Class B)     | ✓        |
| Aireys Inlet     | ✓                           | ✓ (Class C)     | ✓        |
| Bambra           | *                           | ×               | *        |
| Bellbrae         | *                           | ×               | ×        |
| Deans Marsh      | *                           | ×               | ×        |
| Freshwater Creek | ×                           | ×               | *        |
| Gnarwarre        | *                           | ×               | *        |
| Moriac           | ✓                           | ×               | *        |
| Modewarre        | *                           | ×               | ×        |
| Winchelsea       | ✓                           | ✓ (Class C)     | ✓        |
| Torquay Jan Juc  | ✓                           | ✓ (Class A & C) | ✓        |
| Lorne            | ✓                           | ✓ (Class C)     | ✓        |

Source: Barwon Water, 2017

### **Natural Gas**

The supply of natural gas in the Surf Coast hinterland is limited. Torquay/Jan Juc is connected and Winchelsea recently gained reticulated gas supply, however Moriac and Deans Marsh do not currently have natural gas supply.

## **Specific Capacity**

The available capacity in infrastructure is highly variable across the region and changes over time as urban development occurs. Barwon Water has indicated they would consider specific proposals as and when they occur.

### **Summary**

The hinterland area's lot size and land use patterns are diverse but generally described as having a north-south split. Larger lots are common to the northern portion of the hinterland, while smaller lots are concentrated to the south along with concentrations around towns such as Winchelsea, Deans Marsh, Wensleydale, Gherang, Bellbrae, Jan Juc, Moriac and Mount Moriac.

Ref: M17061 HillPDA Page 63 | 140

By number, residential rural / rural lifestyle purposes account for the highest number of lots in the hinterland area. Mixed farming, grazing and livestock production account for 95% of agricultural lots and 93% agricultural land area.

A road network (primary mode of transport) and walking / cycling trails are available in the area. However, the transport infrastructure is not of a sufficient quality to accommodate high volumes of traffic, especially along Lorne Deans Marsh Road, which is experiencing higher demand as a key connection with the Great Ocean Road and cycling route.

Moreover, many of the unsealed roads in the hinterland are unsuited to increasing tourist traffic.

Cycling, both on and off-road, is also problematic throughout the area.

Water resources and reticulated systems are supplied by Barwon Water. Southern Rural Water is responsible for management of stream and groundwater extraction licences.

Businesses in the hinterland area may be able to access recycled water subject to the supply being feasible. Feasibility is enhanced where a cluster of users demand such services.

Ref: M17061 HillPDA Page 64 | 140

### 4 PROPERTY MARKET ANALYSIS

### Introduction

This section provides an overview of property market activity in the region and hinterland area. The section includes an overview of prices, sales activity, land value patterns and investment and construction activity

### **Price Context**

Variable median house price growth has been experienced across Surf Coast's hinterland locations over the past six years when compared with regional Victoria growth rates. As shown in the table below, median house price growth of 7-8% pa was experienced in Birregurra, Inverleigh and Mount Duneed, with Winchelsea's growth rate averaging 2% pa over the period. This contrasts to 3% pa growth for regional Victoria. In part, these variable growth rates and median prices may be explained due to a limited number of sales in some rural suburbs.

While no information is available for vacant land sales in Inverleigh, data for other hinterland locations shows price growth in median vacant house block prices has occurred over recent years. For example, between 2010 and 2016, residential land prices increased by 9% pa in the suburb of Winchelsea, and this trebled the growth rate (2.9% pa) experienced for regional Victoria over the period. This data highlights that ongoing demand exists for residential land, certainly in Winchelsea and across other parts of the hinterland area.

Table 13 - Median House and Land Prices, Selected Locations, 2010 to 2016

| Suburb            | 2010      | 2011      | 2012      | 2013      | 2014      | 2015      | 2016      | AAGR<br>2010-<br>2016 |
|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------|
| House             |           |           |           |           |           |           |           |                       |
| Inverleigh*       | \$230,000 | \$365,000 | \$246,500 | \$319,500 | \$321,500 | \$355,000 | \$370,000 | 8.2%                  |
| Birregurra*       | \$230,000 | \$260,000 | \$274,000 | \$255,000 | \$337,500 | \$302,500 | \$345,000 | 7.0%                  |
| Winchelsea        | \$235,000 | \$260,000 | \$268,500 | \$287,000 | \$287,500 | \$262,000 | \$267,000 | 2.2%                  |
| Mount Duneed      | \$267,000 | \$190,000 | \$480,000 | \$286,000 | \$532,000 | \$545,000 | \$425,000 | 8.1%                  |
| Connewarre        | \$850,000 | \$707,500 | \$810,000 | \$690,500 | \$722,500 | \$805,000 | \$892,000 | 0.8%                  |
| Regional Victoria | \$270,000 | \$280,000 | \$280,000 | \$290,000 | \$300,000 | \$310,000 | \$320,000 | 2.9%                  |
| Land              |           |           |           |           |           |           |           |                       |

Ref: M17061 HillPDA Page 65 | 140

| Inverleigh        | N/A       | N/A  |
|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|
| Birregurra        | \$106,500 | \$116,000 | \$133,500 | \$127,500 | \$142,000 | \$109,500 | \$121,500 | 2.2% |
| Winchelsea        | \$95,000  | \$113,000 | \$135,000 | \$135,000 | \$130,000 | \$127,500 | \$158,000 | 8.8% |
| Mount Duneed      | -         | -         | \$200,000 | \$199,000 | \$178,000 | \$186,000 | \$190,500 | N/A  |
| Connewarre        | \$350,000 | \$385,000 | \$395,000 | \$395,000 | \$370,000 | \$390,000 | \$382,500 | 1.5% |
| Regional Victoria | \$122,500 | \$132,000 | \$130,000 | \$136,000 | \$138,000 | \$142,500 | \$145,000 | 2.9% |

Source: Valuer General Victoria, 'A Guide to Property Values', annual \*Locations abutting the Surf Coast hinterland border

### **Sales Activity**

Sales of rural lifestyle properties in Surf Coast have been relatively consistent over recent years, averaging approximately 110 transactions a year between 2013 and 2016, including approximately 30 vacant rural lifestyle lots a year.

Over the 2013 to 2016 period, rural lifestyle lots accounted for 10% of all residential sales in Surf Coast, which is notably lower than the average for regional Victoria of 15%; this situation illustrates the importance of the major townships in the context of Surf Coast's residential market, with rural lifestyle lots filling more of a niche role by comparison.

The following table summarises the recent trends in rural lifestyle property sales in Surf Coast.

Table 14 - Rural Lifestyle Property Sales Trends, Surf Coast Shire, 2013-2016 (No. Lots)

| Category   | 2013  | 2014  | 2015  | 2016  | Annual<br>Average,<br>2013-<br>2016 |
|--|-------|-------|-------|-------|-------------------------------------|
| Surf Coast Shire                                 |       |       |       |       |                                     |
| Rural lifestyle                                  | 70    | 86    | 97    | 86    | 85                                  |
| Vacant rural lifestyle                           | 38    | 37    | 12    | 22    | 27                                  |
| Misc improvements on rural lifestyle             | 0     | 0     | 3     | 0     | 1                                   |
| Total - Rural lifestyle sales                    | 108   | 123   | 112   | 108   | 113                                 |
| Total residential sales                          | 1,030 | 1,093 | 1,185 | 1,158 | 1,117                               |
| Rural lifestyle share of total residential sales | 10%   | 11%   | 9%    | 9%    | 10%                                 |
| Regional Victoria                                |       |       |       |       |                                     |

Ref: M17061 HillPDA Page 66 | 140

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| Regional Victoria - total rural lifestyle sales  | 5,953  | 6,292  | 6,756  | 6,746  | 6,437  |
|--|--------|--------|--------|--------|--------|
| Total residential sales                          | 39,493 | 40,373 | 42,683 | 43,595 | 41,536 |
| Rural lifestyle share of total residential sales | 15%    | 16%    | 16%    | 15%    | 15%    |

Source: Valuer General Victoria, A Guide to Property Values

A price premium is often associated with rural lifestyle property sales. The median house price in Surf Coast on a rural lifestyle allotment in 2016 was \$1,025,000, which was 52% above the median house price in the Shire. Similarly, the median price for a vacant rural lifestyle lot in 2016 was \$383,500, significantly above the median vacant residential lot price of \$269,000.

The table below summarises recent trends in median property prices for rural lifestyle properties in Surf Coast Shire, the large majority of which are likely to be located in the hinterland region. It is noted that these types of properties in Surf Coast Shire are currently achieving prices which are approximately double the regional Victorian median.

Table 15 - Median Rural Lifestyle Property Price Trends, 2013-2016

| Category                                | 2013      | 2014      | 2015      | 2016        | Average<br>Annual<br>Growth,<br>2013-2016 | Regional<br>Victoria,<br>2016 | Variation<br>from<br>Regional<br>Victoria,<br>2016 |
|---|-----------|-----------|-----------|-------------|---|-------------------------------|--|
| House Sales                             |           |           |           |             |   |                               |  |
| Median rural lifestyle                  | \$722,500 | \$760,000 | \$795,000 | \$1,025,000 | 12%                                       | \$440,000                     | 133%   |
| Median house                            | \$585,000 | \$599,500 | \$630,000 | \$675,000   | 5%  | \$320,000                     | 111%   |
| Premium associated with rural lifestyle | 24%       | 27%       | 26%       | 52%         |   |                               |  |
| Vacant Lot Sales                        |           |           |           |             |   |                               |  |
| Vacant rural lifestyle                  | \$393,500 | \$320,000 | \$310,000 | \$383,500   | -1%                                       | \$162,000                     | 137%   |
| Vacant residential lots                 | \$245,000 | \$245,000 | \$255,000 | \$269,000   | 3%  | \$145,000                     | 86%  |
| Premium associated with rural lifestyle | 61%       | 31%       | 22%       | 43%         |   |                               |  |

Source: Valuer General Victoria, A Guide to Property Values

Ref: M17061 HillPDA Page 67 | 140

## **Land Value Patterns**

Land values on a square metre basis vary across the hinterland but broadly follow a pattern of increasing towards the eastern portions of the area towards Geelong, and also to the southern areas of the hinterland close to Torquay and Lorne.

Lower land values (on a unit area basis) are evident for larger lots in the north-western portion of the hinterland region. Land values around Winchelsea tend to be lower than in other parts of the hinterland and many commercial farming operations have established around the township to capitalise on land affordability and land capability.

Having regard for the recently completed construction of the 23km Princes Highway duplication from Geelong to Winchelsea - and the recently commenced construction for the duplication of the Princes Highway between Winchelsea and Colac – the town of Winchelsea is likely to become a key focus of varying property demands in the future. It will be important that an appropriate balance is met between providing greater housing choice and the protection of productive agricultural land.

Ref: M17061 HillPDA Page 68 | 140

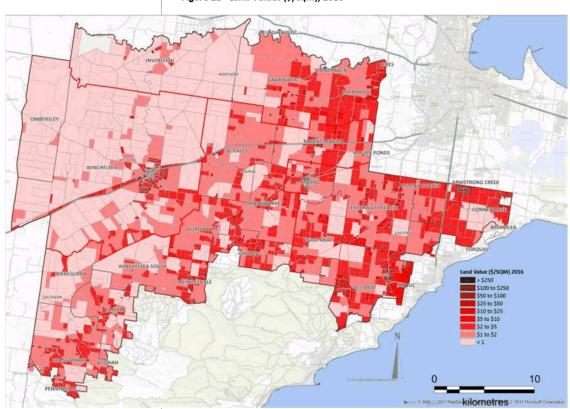


Figure 21 - Land Values (\$/sqm), 2016

Source: Surf Coast Shire Council Data, 2016

### **Investment and Constructions Activity**

Construction trends indicate that a limited number of projects have been completed in the hinterland region over the past five years. In terms of estimated value of the investment, the two largest of the 16 completed projects from 2012-2016 include:

Construction of a chocolate factory and ice creamery at 15 Elkington Road, Bellbrae in 2016. The 1,688sqm facility includes a chocolate production area, packing room, storage room, cafe, showroom, kiosk, office room, kitchen, amenities, staff room, function room, room for chocolate making classes and wintergarden. A caretaker's house and manager's dwelling was also constructed and parking infrastructure at the site includes parking for 248 cars and eight bus parking bays. The site also

Ref: M17061 HillPDA Page 69 | 140

includes horticultural orchards and recreational areas. As part of the \$4.5 million development, Ecologically Sustainable Development (ESD) and water saving technologies were used.

The redevelopment of the Winchelsea Eastern Reserve in 2016. The project comprised a central community facility which included a multi-purpose room, public toilets, club administration area, kitchen and sheltered spectator areas. The \$3.5 million development also entailed the reconstruction of the existing netball courts, installation of a new playground, refurbishment of the football and cricket change rooms and an allocation of 3.25 hectares to the south of the reserve for a new oval. It is noted that Eastern Reserve is located in the township however provides facilities which can attract residents from the hinterland area.

Other smaller investments in the hinterland area have come from the Country Fire Authority (CFA), who have constructed fire station facilities at Deans Marsh and Bellbrae (in the township) during the past five years, while Barwon Water have continued to upgrade their infrastructure predominantly in and around the townships but which also serve parts of the hinterland region.

Overall, limited private sector investment has occurred in the hinterland region over the past five years.

The pipeline of projects in the hinterland region indicates continued public sector investment in recreational facilities, such as the Dickins Road Indoor Recreation Facility and the proposed upgrades to the Modewarre Tennis & Netball Club pavilion and the Winchelsea netball pavilion.

In 2017 Barwon Water are expected to complete Stage 7 of their Wurdee Boluc Inlet channel reconstruction project in Winchelsea.

Construction of the \$1.5 million Kithbrooke Parke Country Club Aged Care Facility, featuring a 120 bed single storey aged care facility, has completed its first stage of work and further development is planned.

The most significant private sector-driven project would be the Great Ocean Road Adventure Park which would see the development of a small Adventure Park in Bellbrae. Estimated for completion in 2018, the \$4 million park would include maze garden, adventure puzzles, obstacle course, tube slides, indoor park building of 2,600sqm including a cafe, play area, amenities and storage, outdoor playground, a group facility building that will include trampolines and rope courses, climbing equipment and treetop course. The facility will also include 260 car parking spaces and nine bus parking spaces.

Ref: M17061 HillPDA Page 70 | 140

While it is noted that not all of the projects earmarked for beyond 2017 will necessarily be constructed, the forecasts show that the ongoing investment in the hinterland region – from both the private and public sectors – is anticipated to be relatively modest over the coming years.

From 2012-2019, approximately 18% of projects in the Surf Coast Shire have been identified as being located in the hinterland area, while the estimated value of projects in the hinterland region equate to only \$31.5 million (or 6.5%) of the \$484 million total for the Shire overall.

Table 16 - Construction Trends and Pipeline, Surf Coast Hinterland, 2012-2019 (\$ million)

|  | 2019 (\$ million)            |           |              |          |        |
|--|------------------------------|-----------|--------------|----------|--------|
| Project                                    |                              | Completed | Construction | Possible | Total  |
| 2012                                       |                              |           |              |          |        |
| Barwon Water Alliance Horseshoe Bend Ro    | \$0.20                       |           |              | \$0.20   |        |
| 2013                                       |                              |           |              |          |        |
| Barwon Water Alliance/Torquay North Rec    | ycled Water Tank             | \$0.40    |              |          | \$0.40 |
| Bellbrae CFA Fire Station                  |                              | \$0.50    |              |          | \$0.50 |
| Connewarre Reserve and Newling Reserve     | Skateparks                   | \$0.40    |              |          | \$0.40 |
| 2014                                       |                              |           |              |          |        |
| Deans Marsh Landfill Rehabilitation        |                              | \$0.54    |              |          | \$0.54 |
| Mount Moriac Reserve Netball and Tennis    | Court Upgrade                | \$1.35    |              |          | \$1.35 |
| Mount Moriac Reserve Pavilion              |                              | \$0.95    |              |          | \$0.95 |
| The Farmers Place Commercial Developme     | nt                           | \$1.00    |              |          | \$1.00 |
| Winchelsea Public Toilets and Clock Tower  |                              | \$0.43    |              |          | \$0.43 |
| 2015                                       |                              |           |              |          |        |
| Deans Marsh CFA Fire Station               |                              | \$0.50    |              |          | \$0.50 |
| Harding Street Warehouse                   |                              | \$0.25    |              |          | \$0.25 |
| Main Street Retail Shops/Former Colonial E | Bank Building                | \$0.80    |              |          | \$0.80 |
| 2016                                       |                              |           |              |          |        |
| Great Ocean Road Chocolaterie and Ice Cre  | amery                        | \$4.50    |              |          | \$4.50 |
| Modewarre Newling & Wurdale Hall Reserv    | ves Playgrounds 2015 (Pkg 2) | \$0.15    |              |          | \$0.15 |
| Winchelsea Eastern Reserve Master Plan     |                              | \$3.50    |              |          | \$3.50 |

Ref: M17061 HillPDA Page 71 | 140

| 2017   |         |        |        |         |
|--|---------|--------|--------|---------|
| Barwon Water Wurdee Boluc Inlet Channel Reconstruction Stage 7 |         | \$3.20 |        | \$3.20  |
| Kithbrooke Parke Country Club Aged Care Facility               |         | \$1.50 |        | \$1.50  |
| 2018   |         |        |        |         |
| Moriac Primary School Upgrade                                  |         | \$3.00 |        | \$3.00  |
| Bambra School Road Winery                                      |         |        | \$0.27 | \$0.27  |
| Barwon River Playground Renewal                                |         |        | \$0.16 | \$0.16  |
| Dickins Road Indoor Recreation Facility                        |         |        | \$0.71 | \$0.71  |
| Great Ocean Road Adventure Park                                |         |        | \$4.00 | \$4.00  |
| Harding Street Dwellings                                       |         |        | \$0.90 | \$0.90  |
| Grossmans Road Zorbing Recreation Facility                     |         |        | \$0.15 | \$0.15  |
| Winchelsea Netball Pavilion                                    |         |        | \$0.31 | \$0.31  |
| 2019   |         |        |        |         |
| Modewarre Tennis & Netball Club                                |         |        | \$0.65 | \$0.65  |
| Total  | \$15.47 | \$7.70 | \$7.15 | \$30.32 |

Source: Cordell Connect, September 2017

## Summary

Variable median house price growth has been experienced across (and abutting) Surf Coast's hinterland over the past six years when compared with regional Victoria growth rates. Winchelsea's growth was modest but other sub-areas are well above regional Victoria averages.

A price premium is often associated with rural lifestyle properties in Surf Coast and the hinterland, which are currently achieving prices approximately double the regional Victorian median. This pattern of demand is likely to remain strong and can be expected to place pressure on lot subdivision in the future.

Land values vary across the hinterland but broadly follow a pattern of increasing towards the eastern portions of the area towards Geelong and to the southern areas close to Torquay and Lorne. High land prices also places pressure on the hinterland's important agricultural uses as the return on investment is generally significantly lower for agriculture than for uses such as accommodation.

Ref: M17061 HillPDA Page 72 | 140

Land values in the northern part of the region around Winchelsea tend to be lower (on a unit area basis) and reflect large farming lots. Recently completed road projects between Geelong and Winchelsea and Colac are likely to facilitate demand in and around Winchelsea for varying property demands. It is recognised that a challenge exists in achieving a balance between diversity of land uses and protecting agricultural land where appropriate.

Investment and construction trends and forecasts show some food and tourism based investment in and around the hinterland. Notable examples include construction of a chocolate factory in Bellbrae and a planned Adventure Park in Bellbrae.

Overall, limited private sector investment has occurred in the hinterland region over the past five years.

Ref: M17061 HillPDA Page 73 | 140

### 5 ECONOMIC PROFILE

### Introduction

This section of the report provides an economic profile of the hinterland area. This includes an analysis of industry sectors, employment and labour force with a view to identify the economic role of the hinterland area and how this is changing and could change in the future.

It should be noted that the hinterland area is referred to as the hinterland Data Area for the purpose of profiling in this section of the report. The Data Area differs for economic data, which uses ABS Journey to Work Destination Zones, and demographic data, which uses ABS Statistical Areas. This is shown in the figure below.

The latest data point for which jobs data is available is 2011.

Figure 22 - Map of Data Areas

Hinterland Data Area for Economic Profile (Journey to Work Destination Zones)



Hinterland Data Area for Population Data (Statistical Areas with Star)



Source: Derived from ABS Census 2011, REMPLAN December 2016, Profile ID

#### **Economic Overview**

It is estimated that Surf Coast Shire has approximately 7,200 jobs (2011 data).

Surf Coast Shire as a whole had around 26,700 residents, of which approximately 48.7% were in the labour force (13,000 people). The Shire accommodated approximately 7,200 jobs within its borders, representing a 55% jobs to labour force ratio. The State average is 91%.

Surf Coast Shire has approximately 7.2% of the 98,000 jobs in the G21 Region.

This jobs to labour force ratio is relatively low based on the Shire's lifestyle, rural and tourism role. Nevertheless, if the gap between

Ref: M17061 HillPDA Page 74 | 140

local workers and jobs widens 'too far', it will place pressure on the commuter transport network (mainly towards Geelong and Melbourne). Demand for local social services would also increase.

Population projections suggest the Shire may have around 43,800 residents by 2036. If this occurred (and the labour force participation rate remain static), the Shire would have 21,300 persons in the labour force by 2036.

In order to maintain a 55% jobs to labour force ratio, the Shire will need to have approximately 11,700 jobs within its borders by 2036 – or growth of about 4,500 jobs in the 2011 and 2036 data period.

Should the Shire strive for a higher self-containment ratio, say 60%, it would need to accommodate about 12,800 jobs by 2036 – or growth of 5,600 jobs in the 2011 and 2036 data period.

Table 17 - Surf Coast Shire: Population, Labour Force and Jobs, 2011

| Surf Coast Shire    |        |
|---------------------|--------|
| Year                | 2011   |
| Population          | 26,675 |
| Labour Force        | 12,989 |
| Participation Rate  | 48.7%  |
| Jobs in Shire       | 7,155  |
| Jobs / Population   | 26.8%  |
| Jobs / Labour Force | 55.1%  |

Source: ABS Census 2011, REMPLAN December 2016

The same data for the Hinterland Data Area is shown below. As at 2011, the area had 11,200 residents, 5,700 in the labour force and 1,800 jobs at a 31% jobs to labour force ratio.

This data includes the urban periphery of Jan Juc-Bellbrae-Bells Beach in the data, which comprises about 42% of the data area's population and labour force.

Population projections suggest the Hinterland Data Area may have around 14,500 residents by 2036. If this is the case (and the labour force participation rate remain static), the Hinterland Data Area will have about 6,100 persons in the labour force by 2036.

In order to maintain a 31% jobs to labour force ratio, the Hinterland Data Area will need to have approximately 1,900 jobs within its borders by 2036 – or growth of about 130 jobs in the 2011 and 2036 data period.

Ref: M17061 HillPDA Page 75 | 140

Should the Hinterland Data Area strive for a higher self-containment ratio, say 35%, it would need to accommodate about 2,400 jobs by 2036 – or growth of 670 jobs in the 2011 and 2036 data period.

Table 18 - Hinterland Data Area: Population, Labour Force and Jobs, 2011

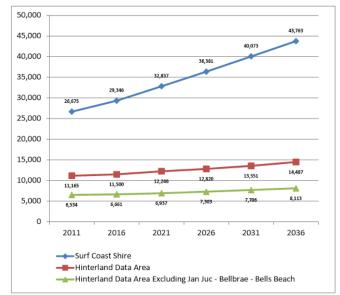
| Hinterland Data Area                      |        |
|---|--------|
| Year                                      | 2011   |
| Population                                | 11,165 |
| Share in Jan Juc - Bellbrae - Bells Beach | 41.5%  |
| Labour Force                              | 5,693  |
| Share in Jan Juc - Bellbrae - Bells Beach | 42.0%  |
| Participation Rate                        | 51.0%  |
| Jobs                                      | 1,762  |
| Jobs / Population                         | 15.8%  |
| Jobs / Labour Force                       | 31.0%  |

Source: ABS Census 2011, REMPLAN December 2016

Population trends and projections for the Shire and for the Hinterland Data Area are shown below. About 59% of the population in the Hinterland Data Area population is within the Jan Juc-Bellbrae-Bells Beach area.

The population of the Shire is expected to grow strongly to 2036.

Figure 23 - Selected Areas: Population Trends and Projects, 2011-2036



Source: Forecast ID 2017

Ref: M17061 HillPDA Page 76 | 140

## **Industry Sector Focus**

Industry sectors that are most important to Surf Coast Shire are shown in the table below. The score (location quotient) shows the relative strength of the sector compared to the state as a whole. This shows, for example, that Agriculture, Forestry & Fishing has 2.8 times the emphasis in the Shire compared to its share of jobs across the state as a whole.

The key sectors are agriculture, tourism and population-driven sectors

Table 19 - Surf Coast Shire: Industry Sector Rankings, 2011

| Surf Coast Shire vs Victoria                  | Score |
|---|-------|
| Agriculture, Forestry & Fishing               | 2.8   |
| Accommodation & Food Services                 | 2.5   |
| Construction                                  | 1.6   |
| Wholesale Trade                               | 1.5   |
| Rental, Hiring & Real Estate Services         | 1.4   |
| Electricity, Gas, Water & Waste Services      | 1.3   |
| Arts & Recreation Services                    | 1.2   |
| Retail Trade                                  | 1.2   |
| Other Services                                | 0.9   |
| Administrative & Support Services             | 0.8   |
| Public Administration & Safety                | 0.8   |
| Education & Training                          | 0.7   |
| Health Care & Social Assistance               | 0.7   |
| Professional, Scientific & Technical Services | 0.7   |
| Mining  | 0.6   |
| Manufacturing                                 | 0.4   |
| Information Media & Telecommunications        | 0.4   |
| Financial & Insurance Services                | 0.4   |
| Transport, Postal & Warehousing               | 0.3   |

Source: Derived from ABS Census 2011, REMPLAN December 2016

In terms of absolute number of jobs, the top seven sectors in the Shire are:

Accommodation & Food Services: 1,100 jobs

Retail Trade: 959 jobsConstruction: 954 jobs

Health Care & Social Assistance: 558 jobs

Wholesale Trade: 480 jobs

Ref: M17061 HillPDA Page 77 | 140

- Agriculture, Forestry & Fishing: 465 jobs
- Education & Training: 434 jobs

The table below shows the relative industry sector strengths of the Hinterland Data Area compared to Victoria.

This shows that agriculture is overwhelmingly the key sector, followed by construction, tourism, mining and education.

Table 20 - Hinterland Data Area: Industry Sector Rankings, 2011

| Hinterland Data Area vs Victoria              | Score |  |  |
|---|-------|--|--|
| Agriculture, Forestry & Fishing               | 11.5  |  |  |
| Construction                                  | 2.2   |  |  |
| Accommodation & Food Services                 | 1.7   |  |  |
| Arts & Recreation Services                    | 1.4   |  |  |
| Mining  | 1.1   |  |  |
| Education & Training                          | 1.1   |  |  |
| Professional, Scientific & Technical Services | 0.9   |  |  |
| Other Services                                | 0.8   |  |  |
| Administrative & Support Services             | 0.8   |  |  |
| Electricity, Gas, Water & Waste Services      | 0.7   |  |  |
| Rental, Hiring & Real Estate Services         | 0.6   |  |  |
| Transport, Postal & Warehousing               | 0.5   |  |  |
| Wholesale Trade 0.4                           |       |  |  |
| Retail Trade                                  | 0.4   |  |  |
| Information Media & Telecommunications        | 0.4   |  |  |
| Manufacturing                                 | 0.3   |  |  |
| Financial & Insurance Services                | 0.3   |  |  |
| Public Administration & Safety                | 0.2   |  |  |
| Health Care & Social Assistance               | 0.2   |  |  |

Source: Derived from ABS Census 2011, REMPLAN December 2016

The relative emphasis of the Hinterland Data Area compared to the Shire as a whole is shown in the table below. Warehousing and professional services rise in the ranking under this measure.

The part of the study area that sits in the Torquay urban area hinterland has a focus on professional services. The part of the study area remote from Torquay has an emphasis on agriculture, mining and industrial land sectors.

Ref: M17061 HillPDA Page 78 | 140

Table 21 - Hinterland Data Area: Industry Sector Rankings within Surf Coast Shire, 2011

| Shire, 2011                                   |       |  |  |  |
|---|-------|--|--|--|
| Hinterland Data Area vs Surf Coast Shire      | Score |  |  |  |
| Agriculture, Forestry & Fishing               | 4.0   |  |  |  |
| Mining  | 2.0   |  |  |  |
| Education & Training                          | 1.5   |  |  |  |
| Transport, Postal & Warehousing               | 1.5   |  |  |  |
| Professional, Scientific & Technical Services | 1.4   |  |  |  |
| Construction                                  | 1.3   |  |  |  |
| Arts & Recreation Services                    | 1.1   |  |  |  |
| Administrative & Support Services             | 0.9   |  |  |  |
| Financial & Insurance Services                | 0.9   |  |  |  |
| Other Services                                | 0.9   |  |  |  |
| Information Media & Telecommunications        | 0.9   |  |  |  |
| Manufacturing                                 | 0.8   |  |  |  |
| Accommodation & Food Services                 | 0.7   |  |  |  |
| Electricity, Gas, Water & Waste Services      | 0.5   |  |  |  |
| Rental, Hiring & Real Estate Services         | 0.5   |  |  |  |
| Health Care & Social Assistance               | 0.3   |  |  |  |
| Wholesale Trade                               | 0.3   |  |  |  |
| Public Administration & Safety                | 0.3   |  |  |  |
| Retail Trade                                  | 0.3   |  |  |  |
|   |       |  |  |  |

Source: Derived from ABS Census 2011, REMPLAN December 2016

Five industry sectors have over 100 jobs in the Hinterland Data Area. These are:

Agriculture, Forestry & Fishing: 465 jobs

Construction: 319 jobs

Accommodation & Food Services: 190 jobs

Education & Training: 164 jobs

Professional, Scientific & Technical Services: 132 jobs

## **Change in Economic Structure**

The following table shows change in jobs by industry sector between the last two available data periods (i.e. 2006 to 2011). Significant growth has been focused in a range of service sectors. Solid growth has been focused in tourism and population-serving sectors.

Decline has generally been focused in industrial land sectors and agriculture. Jobs stock decline in agriculture is explained by structural change in the sector in which processes have become more efficient resulting in increased productivity per worker employed.

Ref: M17061 HillPDA Page 79 | 140

Table 22 - Surf Coast Shire: Industry Sector Change, 2006-2011

| Surf Coast Shire                                | Annual Average Change<br>2006-2011 |
|---|------------------------------------|
| Administrative and Support Services             | 11.4%                              |
| Other Services                                  | 9.8%                               |
| Financial and Insurance Services                | 8.4%                               |
| Professional, Scientific and Technical Services | 7.7%                               |
| Public Administration and Safety                | 7.0%                               |
| Education and Training                          | 6.1%                               |
| Information Media and Telecommunications        | 5.8%                               |
| Construction                                    | 5.1%                               |
| Arts and Recreation Services                    | 4.1%                               |
| Accommodation and Food Services                 | 3.6%                               |
| Health Care and Social Assistance               | 3.6%                               |
| Retail Trade                                    | 3.4%                               |
| Wholesale Trade                                 | 3.3%                               |
| Transport, Postal and Warehousing               | 0.6%                               |
| Manufacturing                                   | 0.3%                               |
| Mining  | 0.0%                               |
| Rental, Hiring and Real Estate Services         | -0.3%                              |
| Agriculture, Forestry and Fishing               | -3.3%                              |
| Industry not classified                         | -4.3%                              |
| Electricity, Gas, Water and Waste Services      | -4.8%                              |
| Total   | 3.6%                               |

Source: Derived from ABS Census 2011, REMPLAN December 2016

## **Change in Skills Profile**

The change in economic structure of Surf Coast Shire towards services in reflected in the skills profile of the resident population. Residents with degrees and diplomas have increased at a fast rate.

Table 23 - Surf Coast Shire: Change in Skills Profile (Highest Qualification), 2006-2011

| Surf Coast Shire            | Annual Average Change<br>2006-2011 |
|-----------------------------|------------------------------------|
| Bachelor or Higher degree   | 7.8%                               |
| Advanced Diploma or Diploma | 6.1%                               |
| Vocational                  | 5.1%                               |
| No qualification            | 1.1%                               |
| Not stated                  | -2.0%                              |
| Total persons aged 15+      | 3.4%                               |

Source: ABS Census 2011

Ref: M17061 HillPDA Page 80 | 140

### **Employment Locations**

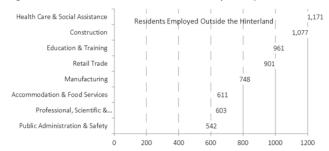
The majority of people that live in the Surf Coast hinterland do not work in Surf Coast Shire.

Approximately 3,875 of hinterland residents work in Surf Coast's coastal townships; 3,775 work in Greater Geelong; 386 work in Melbourne and other residents commute to other regions.

Health Care & Social Assistance is the most prevalent industry for hinterland residents commuting to jobs outside of the Shire, followed closely by Construction, and Education and Training. This is likely a result of the relatively short commute from the Surf Coast to Geelong's large healthcare and education facilities.

Residing in Surf Coast continues to be predominantly a lifestyle choice. The townships in the Shire, particularly Torquay, are largely dormitory suburbs for employment in Geelong. Armstrong Creek, easily accessible from Torquay on the Surf Coast Highway, will have a major activity centre and industrial land which will create employment opportunities on the doorstep.

Figure 24 - Hinterland Residents' Place of Work by Sector, 2016



Source: REMPLAN December 2016

## **SEIFA Index**

Socio-Economic Indexes of Areas (SEIFA) is produced developed by the ABS to rank areas in Australia by levels of disadvantage, comparing income, education attainment, unemployment, and unskilled labour jobs.

This measurement indicates that greater Winchelsea is more disadvantaged than 69% of all areas in Australia while the actual township of Winchelsea is more disadvantaged than 80% of all areas in Australia.

Ref: M17061 HillPDA Page 81 | 140

However, the rest of Surf Coast Shire is much more advantaged than the City of Greater Geelong, Greater Melbourne, Victoria and Australia.

Other hinterland regions are more advantaged than averages. This includes Greater Moriac (more advantaged than 91% of areas), Greater Deans Marsh (more advantaged than 80%) and Bells Beach-Bellbrae (more advantaged than 94%).

## **Economic Value of the Surf Coast Hinterland**

The Hinterland Data Area is estimated to generate \$627.7 in gross regional product (GRP) which represents 30.8% of the Shire economy (\$2,033.8m) (according to REMPLAN analysis).

The sectors that generated the highest output from the Hinterland Data Area are as follows:

- Construction: \$128.6m in output
- Agriculture, Forestry & Fishing: \$119.3m
- Rental, Hiring & Real Estate Services: \$92.1m
- Manufacturing: \$56.9m
- Accommodation & Food Services: \$42.6m
- Professional, Scientific & Technical Services: \$33.5m
- Education & Training: \$19.6m

## Agriculture in More Detail

With the hinterland's vast quantities of farm land, agriculture is the most prominent employment sector making up 26% of all hinterland jobs or a total of 465 jobs.

The nature of the agricultural sector and the relative low level of supply of employment generating land (industrial zoned) in the town centres results in most employment related to agriculture being located in farms.

A survey conducted on hinterland land owners identified a range of agricultural activities taking place in the hinterland with differing peak periods of production. The identified peak periods are summarised below. It should be noted that the survey data is based on approximately 135 surveys being completed in 2015. A higher rate of completion would provide a more accurate picture of peak period activity.

Ref: M17061 HillPDA Page 82 | 140

Table 24 - Peak Periods of Agricultural Activity - Hinterland

| Activity        | Peak Period         |  |  |  |
|-----------------|---------------------|--|--|--|
| Crops           | October – February  |  |  |  |
| Sheep           | November – December |  |  |  |
| Berries         | November – Jan      |  |  |  |
| Cattle          | November            |  |  |  |
| Wine            | March – May         |  |  |  |
| Dahlias Flowers | June – August       |  |  |  |
| Grain           | December – March    |  |  |  |

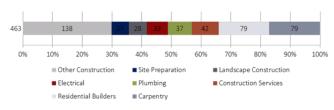
Source: Survey, Surf Coast Shire 2015

### **Construction in More Detail**

The construction industry is the hinterland's second largest industry by employment (319 jobs), with 79 Carpentry Firms, 79 Builders, 42 Construction Services, 37 Plumbing Firms, and 33 Electrical Firms operating.

The strength of this representation points to many trade people living and operating out of the hinterland that conduct their work and trade goods and services across the broader region.

Figure 25 - Construction Businesses in Hinterland, 2016



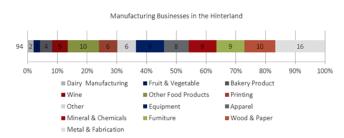
Source: REMPLAN December 2016

### Manufacturing in More Detail

Surf Coast's hinterland manufacturing industry includes food and beverage manufacturing, which provides 1.4% of local jobs and 2% of value added. This sector has potential for growth associated with food and beverage tourism.

Ref: M17061 HillPDA Page 83 | 140

Figure 26 - Manufacturing Businesses in Hinterland, 2016



Source: REMPLAN December 2016

### Value Added

Value added measures the economic value generated in the local area by industry. It removes the costs of production, including labour per unit, cost of components per unit, and depreciation of assets (such as machinery or land) to produce a comparison similar to the economic 'profit' generated by industry in the location of interest.

The total value added generated by the Surf Coast hinterland economy is \$276m. This represents 32% of the Surf Coast Shire (\$851m). It is worth mentioning again that some of this activity occurs on the fringe of Torquay in data set areas that extend into the hinterland and therefore distorts the value added figure somewhat.

The data is shown in the table below. This also shows some comparison areas that have rural and tourism based economies.

The sectors that generated the highest value added from the Hinterland data area are as follows:

- Rental, Hiring & Real Estate: \$63.7m (this sector relates to ownership of property)
- Agriculture, Forestry & Fishing: \$48.9m
- Construction: \$33.0m
- Accommodation & Food Services: \$17.0m
- Professional & Technical: \$16.1m
- Education & Training: \$14.2m
- Health Care & Social Assistance: \$13.5m
- Manufacturing: \$12.8m

Inter-relationships exist and can be further developed between primary industry sectors (such as agriculture), manufacturing (such as

Ref: M17061 HillPDA Page 84 | 140

food and beverage processing) and tourism (such as food and farm based tourism).

Table 25 - Selected Areas: Value Added, 2016

|                                 | Surf Coast<br>Shire     |        | Hinte                   | rland  | Onkap                   | aringa | Yarra Ranges            |        |
|---------------------------------|-------------------------|--------|-------------------------|--------|-------------------------|--------|-------------------------|--------|
|                                 |                         |        | Data Area               |        | Hinterland              |        | Hinterland              |        |
|                                 | Value<br>Added<br>(\$M) | %      | Value<br>Added<br>(\$M) | %      | Value<br>Added<br>(\$M) | %      | Value<br>Added<br>(\$M) | %      |
| Accommodation & Food Services   | \$68.79                 | 8.10%  | \$17.06                 | 6.20%  | \$43.62                 | 5.70%  | \$68.14                 | 3.60%  |
| Administrative Services         | \$18.29                 | 2.10%  | \$4.06                  | 1.50%  | \$15.77                 | 2.06%  | \$16.83                 | 0.89%  |
| Agriculture, Forestry & Fishing | \$41.12                 | 4.80%  | \$48.99                 | 17.70% | \$78.05                 | 10.20% | \$170.70                | 9.03%  |
| Arts & Recreation Services      | \$8.92                  | 1.00%  | \$2.06                  | 0.70%  | \$3.69                  | 0.48%  | \$16.38                 | 0.87%  |
| Construction                    | \$98.70                 | 11.60% | \$33.01                 | 11.90% | \$71.61                 | 9.36%  | \$115.70                | 6.12%  |
| Education & Training            | \$33.45                 | 3.90%  | \$14.25                 | 5.20%  | \$54.67                 | 7.14%  | \$77.29                 | 4.09%  |
| Electricity, Gas, Water & Waste | \$42.58                 | 5.00%  | \$6.22                  | 2.20%  | \$18.32                 | 2.39%  | \$21.51                 | 1.14%  |
| Financial & Insurance Services  | \$45.01                 | 5.30%  | \$8.14                  | 2.90%  | \$30.82                 | 4.03%  | \$40.94                 | 2.16%  |
| Health Care & Social Assistance | \$41.99                 | 4.90%  | \$13.54                 | 4.90%  | \$57.13                 | 7.47%  | \$56.52                 | 2.99%  |
| T, Media & Telecommunications   | \$13.27                 | 1.60%  | \$2.58                  | 0.90%  | \$3.45                  | 0.45%  | \$15.22                 | 0.80%  |
| Manufacturing                   | \$36.93                 | 4.30%  | \$12.86                 | 4.70%  | \$198.37                | 25.92% | \$144.94                | 7.66%  |
| Mining                          | \$6.55                  | 0.80%  | \$2.01                  | 0.70%  | \$4.15                  | 0.54%  | \$2.52                  | 0.13%  |
| Other Services                  | \$16.51                 | 1.90%  | \$3.53                  | 1.30%  | \$14.23                 | 1.86%  | \$29.82                 | 1.58%  |
| Professional & Technical        | \$43.98                 | 5.20%  | \$16.18                 | 5.90%  | \$33.34                 | 4.36%  | \$44.17                 | 2.34%  |
| Public Administration & Safety  | \$31.99                 | 3.80%  | \$4.26                  | 1.50%  | \$8.62                  | 1.13%  | \$11.18                 | 0.59%  |
| Rental, Hiring & Real Estate    | \$154.15                | 18.10% | \$63.73                 | 23.10% | \$22.68                 | 2.96%  | \$846.67                | 44.77% |
| Retail Trade                    | \$58.48                 | 6.90%  | \$8.64                  | 3.10%  | \$51.65                 | 6.75%  | \$65.14                 | 3.44%  |
| Transport, Postal & Warehousing | \$10.20                 | 1.20%  | \$7.32                  | 2.60%  | \$17.90                 | 2.34%  | \$48.12                 | 2.54%  |
| Wholesale Trade                 | \$80.06                 | 9.40%  | \$7.96                  | 2.90%  | \$37.14                 | 4.85%  | \$99.36                 | 5.25%  |
| Fota <b>l</b>                   | \$850.98                | 100%   | \$276.37                | 100%   | \$765.21                | 100%   | \$1,891.15              | 100%   |

Source: REMPLAN December 2016

There is great opportunity for the hinterland to leverage off the existing tourism industry in the region to sell food based value added products and offer rural attractions and experiences.

Creating one additional job in the Surf Coast hinterland's agriculture produces an approximate economic benefit of \$162,000 of value added and pay \$44,000 in wages a year, but levering off of agricultural production to create an additional food-manufacturing job, would produce an approximate economic benefit of \$132,000 of value added, paying \$75,000 in wages. Leveraging off agriculture to support one additional job manufacturing beverages (rather than food) produces an economic benefit of \$305,000 and wages of \$218,000.

In order to maximise the benefits of a strong agricultural region, further value added manufacturing creates and supports jobs in a variety of additional industries.

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### **Example Regional Economies**

Agricultural regions such as South Australia's Fleurieu Peninsula (Onkaparinga) region and Victoria's Yarra Valley have successfully translated agriculture into higher value food manufacturing jobs and greater food tourism; this has increased wages, value added, and economic diversity through their regions.

Supporting this activity is a strong brand which entices visitors into the region. The natural landscape along with the food and wine product forms part of this brand.

#### Onkaparinga Example

In the Onkaparinga hinterland, incorporating the McLaren Vale and Willunga food and wine regions, agriculture plays a central role in the region's economy (10% of value added and 8% of local jobs). This region provides an example of how a region can leverage its agricultural production with food and wine manufacturing. This region supports approximately 90 wineries of various sizes, many of which offer cellar door experiences for tourists and function centres.

Domestic overnight visitors spend an average of \$694 per trip to the region over 3 days. Of every dollar a tourist spends in Onkaparinga – 12c is spent in the hospitality sector; 15c is spent in retail, 14c in transport and warehousing, and 34c in manufacturing (largely gourmet food and wine products). These manufacturing enterprises contribute 26% of the economy's value added and provide 16% of local jobs.

The region offers food and wine tours, cycling events, gourmet and local produce markets, "Day on the Green" type events, functions and restaurants.

The strength of their manufacturing sectors helps support other local industries such as retail (15% of local jobs) and hospitality (12% of local jobs).

Leveraging off the region's agricultural production contributes to at least 40% of the region's economic value. Yarra Valley Example

The Yarra Valley provides another example of how the agriculture, food and beverage manufacturing, and tourism industries can be developed to leverage off each other for mutual benefit.

Ref: M17061 HillPDA Page 86 | 140

The Yarra Valley, after Melbourne and the Great Ocean Road, is Victoria's third most popular tourist region. The region's popularity is due to its reputation for quality produce, gournet food and wine, rural charm, and being a one hour drive from Melbourne.

Of every dollar a visitor spends in the Yarra Ranges -41c is spent in the hospitality sector; 10c is spent in the retail, 12c in transport and warehousing, and 15c in manufacturing.

Domestic overnight visitors spend an average of \$424 per trip over 2 days.

The agriculture industry provides 9% of the region's value add, and 11% of local jobs. Leveraging off this production with manufacturing provides 7.5% of value added and nearly 11% of local's jobs.

### **Comparison of Indicators**

The following figures compares the most significant industry sectors by employment, wages and value added.

Ref: M17061 HillPDA Page 87 | 140

Jobs Wages

15%

11%

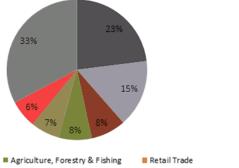
6%

16%

10%

Value Added

Figure 27 - Hinterland Data Area: Comparison of Economic Indicators by Industry Sector, 2016



Construction
 Professional, Scientific & Technical Services
 Accommodation & Food Services
 Education & Training
 Manufacturing
 Health Care & Social Assistance

Source: REMPLAN December 2016

Ref: M17061 HillPDA Page 88 | 140

### **Summary**

Surf Coast Shire has a relatively modest local job stock compared to the size of its population and labour force (with a jobs to labour force ratio at 55%).

Expected future population growth will mean that an additional 4,500 jobs will be needed in the 2011 and 2036 data period to maintain this ratio in 2036.

Should the Shire strive for a higher self-containment ratio, say 60%, it would need an additional 5,600 jobs in the 2011 and 2036 data period.

The hinterland has a significant role to play in delivering jobs, both directly and indirectly through multiplies in the economy.

In terms of direct jobs, it could strive to add up to 700 additional jobs in the 2011 to 2036 data period.

The role of the hinterland will be via inter-relationships being further developed between agriculture, manufacturing (such as food and beverage processing) and tourism (such as food and farm based tourism).

Other sectors, like construction, warehousing, professional services and retailing can also leverage from these relationships.

The continued shift to higher order sectors should be encouraged, to align with the existing strengths of the area and the increasing skills profile of the population.

Industry and manufacturing should be limited to 'clean and green' sectors that add value to the agricultural tourism offer of the area.

Ref: M17061 HillPDA Page 89 | 140

# 6 LAND CAPABILITY AND ENVIRONMENTAL ANALYSIS

## Introduction

This section of the report provides an overview of land capability and environment topics, with a focus on biodiversity, water assets, water supply, land capability, soils & topography, agricultural quality and climate change.

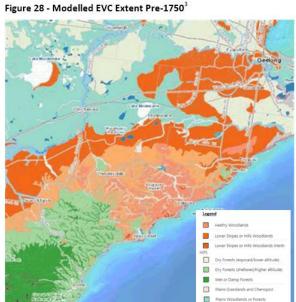
### **Biodiversity**

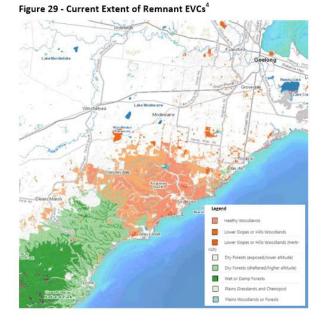
Historically, the rural hinterland was dominated by two main Ecological Vegetation Classes (EVCs): Grassy Woodlands (EVC 175) and Plains Grassy Woodlands (EVC 55). These EVCs are characterised by an open eucalypt woodland, with a diverse understory of grasses and herbs. Grassy Woodlands typically occurs on gentle slopes and undulating hills, while Plains Grassy Woodland occupies the flat and gently undulating plains at lower elevations<sup>2</sup>. The Lowland Forest EVC was present at the foothills of the Otway Ranges, such as around Deans Marsh. Several ephemeral and permanent wetlands also occur across the hinterland, and provide important habitat and refuge for significant migratory and non-migratory birds.

Today, the rural hinterland is a highly fragmented landscape. Since European settlement, the hinterland has been extensively cleared for agriculture and the development of settlements and infrastructure. Few remaining examples of the original EVCs can be found across the hinterland. The Grassy Woodland and Plains Grassy Woodland EVCs are listed as Endangered, while the Lowland Forest EVC is listed as Depleted.

Ref: M17061 HillPDA Page 90 | 140

<sup>&</sup>lt;sup>2</sup> Department of Sustainability and Environment (DSE) (2004). EVC/Bioregion Benchmark for Vegetation Quality Assessment. Victorian State Government, Melbourne.





<sup>&</sup>lt;sup>3</sup> Department of Environment, Land, Water and Planning (DELWP) (2017). NatureKit URL: www.maps.biodiversity.vic.gov.au
<sup>4</sup> Ibid

Ref: M17061 HillPDA Page 91 | 140

Several processes continue to threaten biodiversity assets of the rural hinterland, including:

- The impacts of a rapidly growing population and large visitor numbers passing through the area
- Very high bushfire risk, particularly around the foothills of the Otway Ranges e.g. Deans Marsh .
- Climate change impacts such as increased temperatures and reduced rainfall
- Poor land management, contributing to impacts such as soil degradation; the spread of weeds, pest animals and disease; and vegetation clearing.
- Fragmentation of remnant patches of vegetation, due to agriculture and development.

Protection and enhancement of both remnant areas of vegetation and those areas that have been revegetated, is critical in supporting biodiversity and providing habitat for a range of endangered and threatened flora and fauna species. In addition to providing important ecological function, the biodiversity assets of the rural hinterland also contribute significantly to the amenity, landscape values and sense of place of the area.

Across the hinterland, there is an active and engaged community working to conserve and restore biodiversity values. A rural profiling study undertaken by the Corangamite CMA found that 48% of rural landholders in the Surf Coast Shire are either "very interested" or "quite interested" in natural resource management (NRM) activities; and 27% were directly involved with NRM activity<sup>5</sup>. It is important that the community remain supported, and that opportunities are made available to continue restoration work in the future, particularly through the provision of open space and agricultural land. This is supported in the local Environmental Management Policy (Clause 21.03), which states that planning policy will require: "...the integration and connection of areas of natural value and habitat, including creeks and areas of remnant vegetation, within the open space networks, where appropriate".

Similarly, the Corangamite Catchment Management Authority identifies the following objective for native vegetation in their Regional Catchment Strategy 2013-2019: "Halt the decline in quality

Ref: M17061 HillPDA Page 92 | 140

<sup>&</sup>lt;sup>5</sup> Corangamite Catchment Management Authority (CCMA) (2013) *Rural Community and Land Use Profiling*. Report prepared by RMCG for the Corangamite CMA, Colac, Victoria.

(condition) and extent of high value native vegetation and enhance its connectivity".

Increasing the connectivity of native vegetation across a landscape is particularly pertinent in the context of climate change. Fragmentation and loss of migration corridors are two major threats impairing natural resilience to climate change. Connectivity of habitats offers 'climate refugia' (areas that will persist or develop as climate changes) and possible migration paths or stepping stones for vulnerable species to more suitable climatic conditions<sup>6</sup>.

Further, the local policy context is cognisant of protecting and enhancing local environmental values. The Environmental Management Policy identifies several risks and opportunities around environmental management and rural areas, including:

- Land management outcomes that assist in management of riparian and waterway areas, promote indigenous vegetation, and reduce pest plant and animals.
- Recognise risks such as salinity and integrated fire management and ensure land management is cognisant of these issues.

The Rural Strategy Review 2007 also noted that the protection of high quality agricultural land will be important in helping to manage climate change issues and that continued focus on land management and environmental outcomes in planning policy for rural areas is important.

Several planning overlays already exist in the local planning scheme that identify environmental assets and risks. The environmental policy and planning controls in the Surf Coast Planning Scheme will help direct where and how changes in the rural hinterland can occur.

In summary, the protection and enhancement of biodiversity assets will help retain the character, amenity and liveability of the hinterland; provide critical habitat for threatened and endangered flora and fauna species and support the provision of important ecosystem services, such as soil stability, water purification and clean air which will support diverse and productive agriculture.

Ref: M17061 HillPDA Page 93 | 140

<sup>&</sup>lt;sup>6</sup> RMCG (2016). *Corangamite and Colac Otway Biolink Plan*. Report prepared for Corangamite and Colac Otway Shires, Victoria.

## Opportunities:

- Increased habitat connectivity across the landscape.
- Protection and enhancement of the landscape character, amenity and liveability that continues to attract residents and visitors.
- A landscape that supports nature-based commercial ventures.
- Sustainable farming enterprises that can market a "clean, green" product.

#### **Water Assets**

The rural hinterland occurs predominately within the Barwon River drainage basin, and to a lesser extent the Otway Coast basin. The Barwon River, and its tributaries, is the main river system to traverse the hinterland, and reaches of this waterway are identified as a priority by the Corangamite Catchment Management Authority (CCMA). Other creeks and tributaries extend across the hinterland, including Thompson Creek which is also identified as a priority waterway by the CCMA. The environmentally significant Karaaf Wetlands are connected to the Thompson Creek and these wetlands have reportedly been adversely affected by changes in stormwater, livestock manure, agricultural fertiliser runoff and the like.

Waterways across the hinterland are significant in providing habitat for a range of native flora and fauna species including known rare and threatened species; providing areas of drought refuge for native fauna; and in the case of the Barwon River, supplying urban and rural township water storages.

Ref: M17061 HillPDA Page 94 | 140

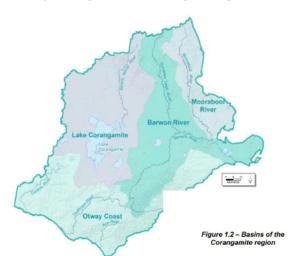


Figure 30 - Major Drainage Basins of the Corangamite Region<sup>7</sup>

Threatening processes such as livestock access to waterways, damage and removal of riparian vegetation, sedimentation and nutrient runoff and changes in flow regime all compromise the health of the waterways in rural landscapes. The CCMA rural profiling study is a survey of 611 rural landholders in the Corangamite region. The survey found that 39% of responders identified the degradation of rivers and creeks as a key environmental issue; second only to concerns about pest plant and animals (43%)<sup>8</sup>.

Over recent years, the CCMA, Surf Coast and Inland Plains Landcare Network and local Landcare groups have been actively working across the hinterland to restore waterway habitats. This has typically involved working on private land to fence waterways off from stock, install off-stream watering points for stock, remove weeds and restoration of riparian and in-stream habitat. It is important that this work continues, so that waterways across the hinterland can continue to support biodiversity, agriculture and communities.

Ref: M17061 HillPDA Page 95 | 140

<sup>&</sup>lt;sup>7</sup> Corangamite Catchment Management Authority (CCMA) (2014). *Corangamite Waterway Strategy 2014-2022*. Corangamite CMA, Colac, Victoria.

<sup>&</sup>lt;sup>8</sup> Corangamite Catchment Management Authority (CCMA) (2013) *Rural Community and Land Use Profiling*. Report prepared by RMCG for the Corangamite CMA, Colac, Victoria.

# **Water Supply**

Barwon Water is the regional water corporation servicing the Surf Coast Shire. The Barwon river catchment is one of the main sources of the Geelong region's drinking water supply. The Wurdee Boluc reservoir, south of Winchelsea, stores water from the upper Barwon catchment.

Underground aquifers at Barwon Downs and Anglesea provide additional sources of water during periods of drought.

Recycled water offers another water source for the region. Currently, 17,873ML of Class C recycled water goes out to sea at Barwon Water's ocean outfall at the Black Rock Recycled Water Plant. This water has a particularly high salt content, due to sea water seeping into the pipes, however with management this water can be used for horticulture, floriculture and agriculture. A privately owned Class C water pipe from Black Rock provides Class C water into the Thompson Valley.

Barwon Water sells class C water for 20% of the price of potable water. Class C recycled water can be used for irrigating crops not supplied to consumers 'raw', e.g. barley, wheat and wine grapes; irrigating crops potentially supplied to consumers 'raw', e.g. carrots, strawberries, apples with management.

A large volume of Class C recycled water is produced at Winchelsea, which has a lower salt content than water from Black Rock. This facility has been highlighted by Barwon Water as having excess capacity, offering a potential source of water for agriculture and other commercial ventures through the provision of supporting infrastructure.

Water security is more concerning at Deans Marsh and Pennyroyal where Barwon Water has no infrastructure and both residential and commercial users rely upon rainwater and aquifers. Barwon Water has highlighted the relatively short distance from the Birregurra C Class recycled water facility to Deans Marsh and Pennyroyal. Seven kilometres of infrastructure would enable commercial use by irrigators in Deans Marsh and Pennyroyal, however Barwon Water have no plans to fund such a project.

Additionally, Black Rock produces Class A recycled water for the new residential developments in Armstrong Creek and North Torquay, via a purple pipe system. This water is currently unutilised by residents based on Barwon Water's initial modelling, and has been made

Ref: M17061 HillPDA Page 96 | 140

available to some commercial producers in Surf Coast's hinterland, albeit with strict limitations. Class A recycled water can be safely used for all edible plants. Barwon Water currently sells Class A water for 80% the price of potable water<sup>9</sup>.

Barwon water have indicated that if Class A recycled water continues to be underutilised by residents in the new developments, there may be some potential for further commercial use, if commercial ventures are willing to pay for the connecting infrastructure.

In summary, the protection of water assets in the region is central to supporting biodiversity, agriculture and communities. Opportunities to secure alternative sources of water, such as recycled water from Black Rock, will help alleviate the pressure on the catchments and support sustainable growth and production in the hinterland.

#### Opportunities:

- Access of Class C water from Winchelsea, and potentially Black Rock, to support agriculture and commercial ventures.
- Improve waterway health through the protection of riparian and in-stream habitat on private land.
- Encourage and support businesses wishing to access Class A recycled water for high value food production such as hydroponics, aquaponics, aquaculture and suitable processing activities.

## **Land Capability**

## Soils & Topography

The rural hinterland extends across two bioregions. The Otway Plains bioregion extends from the foothills of the Otway Ranges to the Princes Highway. This bioregion is characterised by foothills with river valleys and swamps in the lowlands. The soils associated with the upper terrain are texture contrast soils (Chromosols and Sodosols) and gradational texture soils (Dermosols) supporting Lowland Forest and Heathy Woodland ecosystems. The floodplains and swamps are earths and pale yellow and grey texture contrast soils (Hydrosols)

Ref: M17061 HillPDA Page 97 | 140

<sup>&</sup>lt;sup>9</sup> Barwon Water (2017) Class A recycled water and your home. URL: https://www.barwonwater.vic.gov.au/vdl/A3299900/Fact%20sheet:%20Recycled%20water%20and%20your%20home.pd f (Accessed 22 August 2017)

supporting predominantly Grassy Woodland and Plains Grassy Woodland ecosystems<sup>10</sup>.

The Victorian Volcanic Plains bioregion extends north of the Princes Highway and is dominated by Cainozoic volcanic deposits. It is characterised by flat to undulating basaltic plains with stony rises, old lava flows, numerous volcanic cones and old eruption points and is dotted with shallow freshwater and salt lakes. Soils in this area are generally shallow reddish-brown to black loams and clays. They are fertile and high in available phosphorous<sup>11</sup>.

#### **Agricultural Quality**

The 1997 Shire Rural Land Use Strategy provides a classification of agricultural quality based on soil, climate and landscape attributes. The land was classed according to five definitions of agricultural quality and these areas mapped.

Table 26 - Classes of Agricultural Quality in the Surf Coast Shire 12

| Class                | Definition   |
|----------------------|--|
| Class 1 or Very High | Agriculturally versatile land, with high inherent productive potential through possessing deep permeable and fertile soils, a flat to gently undulating land form, and a growing season of at least 7-8 months.  |
| Class 2 of High      | Agriculturally versatile, but requiring a higher level of inputs to achieve the same productivity as Class 1. Slope is greater, soils more variable, and the growing season is 7-8 months.   |
| Class 3 or Average   | Sound grazing land but limited in versatility. Generally unsuited to cropping either because of contour, lack of topsoil depth, or presence of rock. Fertility levels are moderate to low, growing season limited to 6-9 months depending on the rainfall. With high inputs, high productivity levels may be achieved. |
| Class 4 or Poor      | Capable of growing under moderate to low stocking rates where clearing has occurred. Slopes are moderate to steep, with shallow, infertile soils, which need care in their management. Fertility levels are generally low. Erosion hazard high. Forest is often the best and most stable form of land use.             |

Department of Environment, Land, Water and Planning (DELWP) (2017). Bioregions and EVC benchmarks. Victorian State Government, Melbourne. URL: https://www.environment.vic.gov.au/biodiversity/bioregions-and-evc-benchmarks <sup>11</sup> lbid

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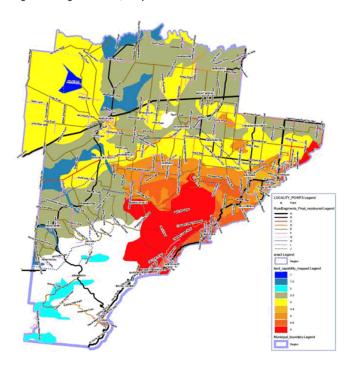
<sup>&</sup>lt;sup>12</sup> Surf Coast Shire (2007). *Rural Strategy Review*. Report prepared by RMCG for Surf Coast Shire, Torquay, Victoria.

Class 5 or Very Poor

Land unsuited to agriculture. Constraints may be steepness of slope, shallow, sandy or rock soils, high erosion susceptibility. Environmental stability may be best achieved through isolating areas and strictly controlling or eliminating agricultural uses.

The agricultural quality mapping indicates that most of the land across the hinterland is generally classified as Class 2-3, or high to average agricultural quality suited to some cropping but mostly grazing.

Figure 31 - Agricultural Quality of the Surf Coast Shire 13



The agricultural quality assessment and mapping is 20 years old, however it remains the best available information at present and provides a sound indication of land capability across the hinterland. It is important that areas with the greatest agricultural quality are protected so that sustainable and productive farming can continue in the future. This is implicit in a current State objective for agriculture,

Ref: M17061 HillPDA Page 99 | 140

<sup>&</sup>lt;sup>13</sup> Surf Coast Shire (2007). *Rural Strategy Review*. Report prepared by RMCG for Surf Coast Shire, Torquay, Victoria.

contained in Clause 14.01-1 of the State Planning Policy Framework, which states that: "To protect productive farmland which is of strategic significance in the local or regional context".

In summary, the protection of areas of high land capability is central to ensuring that sustainable and productive agriculture can continue in the hinterland.

#### Opportunities:

- The identification and protection of areas of high land capability that will continue to support sustainable and productive agriculture
- Identification of areas that will support more intensive agricultural and horticultural development

## **Climate Change**

The Barwon South West region is getting warmer and drier. This is consistent with the trend that has been observed, and is forecast to continue, across most of southern Australia. On average, rainfall has decreased across the Barwon South West region since the 1950s and temperatures have increased. Across the region, the changes have been most pronounced in the east, including the Surf Coast Shire rural hinterland. In this part of the region, temperature has increased by  $1.4-1.6^{\circ}\text{C}$  and rainfall has decreased by 100-200mm.

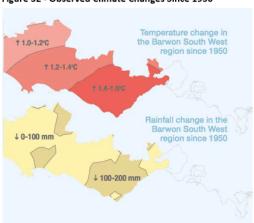
The climate is projected to continue to change over the coming century. Climate projections have been forecast for the Barwon South West region, based on the most current climate science, coupled with past climate changes and climate modelling. The following projections are relevant to the Surf Coast hinterland.

- Average temperatures will continue to increase in all seasons. By 2030, warming is expected to be around 0.6 1.2°C above the climate of 1986-2005. By 2070, the projected range of warming is 1.1 2.9°C, depending on the extent of future emissions. As an example, by 2050, the climate of Colac will be more like the climate of Melbourne.
- There will be more hot days and warm spells. This will result in a substantial increase in the temperature reached on hot days and there will be more hot days (greater than 35°C) and warm spells that last longer. There will also be fewer frost days (less than 2°C).

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- Less rainfall in winter and spring. By 2070, under a high emissions scenario, annual rainfall could decrease by 21% (based on 1986 2005 levels), with the greatest reductions in winter and spring rain.
- The trend is for an overall decrease in rainfall, however there is expected to be an increase in the frequency and intensity of extreme rainfall events.
- Time spent in drought is projected to increase over the course of the century.
- The frequency of very high and extreme fire danger days is projected to increase.

Figure 32 - Observed Climate Changes Since 195014



 $https://www.climatechange.vic.gov.au/\_data/assets/pdf\_file/0020/60743/Barwon-South-West.pdf$ 

Ref: M17061 HillPDA Page 101 | 140

Department of Environment, Land, Water & Planning (DELWP) (2015) Climate-ready Victoria: Barwon South West. Victorian State Government, Melbourne. URL:

Figure 33 - Projected Annual Average Temperature Changes for the Barwon South West Region  $^{\rm 15}$ 

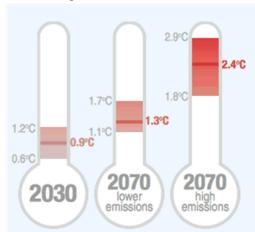


Figure 34 - Projected Changes in the Number of Hot Days and Frost Days  $^{\rm 16}$ 



15 Ibid 16 Ibid

Ref: M17061 HillPDA Page 102 | 140

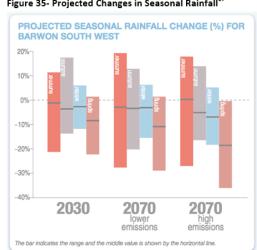


Figure 35- Projected Changes in Seasonal Rainfall<sup>17</sup>

Compared to other regions in Victoria, the Barwon South West is likely to experience less variation in annual rainfall by 2070. Under a high emissions scenario, annual average rainfall for the Barwon South West region is projected to decrease by 21%; this is compared to a decrease of 22% in Gippsland, 24% in the Hume region, 28% for the Grampians region and 30% for the Loddon Mallee region.

Similarly, the number of hot days per year (>35°C) by 2070 is considerably less than that projected for areas of central and northern Victoria. For example, under a high emissions scenario, the number of hot days is expected to be 17 in Melbourne, 36 in Horsham, 37 in Shepparton, 47 in Wodonga and up to 66 in Mildura, compared to 13 in Geelong.

The predicted changes in other regions of Victoria may influence agricultural and horticultural enterprises operating in the northern regions to migrate south to the Surf Coast Shire region. The change in climate may also present opportunities for new types of production to occur in the rural hinterland. It is therefore important that the hinterland area is protected to accommodate future agricultural and horticultural enterprises.

In summary, climate change has the potential to create risks for primary production, infrastructure, tourism, health and the environment of the rural hinterland. It is important that future

17 Ibid

Ref: M17061 HillPDA Page 103 | 140

planning responds to the climate change projections and takes steps to support adaptation across all sectors. Climate change may also present opportunities, such as new agricultural enterprises suited to the climate and a more reliable rainfall compared to other regions.

#### Opportunities:

- Competitive advantages under climate change projections compared to other regions e.g. a more reliable rainfall and moderate temperature may attract new agricultural enterprises to the hinterland.
- Opportunities for potential renewable energy production e.g. wind and solar power.

## **Summary**

The protection and enhancement of biodiversity assets will help retain the character, amenity and liveability of the hinterland and provide critical habitat and ecosystems for soil stability, water purification and clean air.

The protection of water assets in the region is central to supporting biodiversity, agriculture and communities.

Opportunities exist to secure alternative sources of water, such as recycled water, from Black Rock.

The protection of areas of high land capability is central to ensuring that sustainable and productive agriculture can continue in the hinterland.

Climate change will create risks for primary production, infrastructure and the environment of the rural hinterland but will also present opportunities for new agricultural enterprises.

Despite climate change the hinterland can be quite temperate in areas with good rain fall and soil quality. This combination of conditions presents an opportunity.

Ref: M17061 HillPDA Page 104 | 140

# 7 TOURISM ACTIVITY AND OPPORTUNITIES ANALYSIS

# Introduction

This section provides an analysis of tourism activities and subsequent opportunities for the Surf Coast Region (Region), including the rural hinterland area. This includes an audit of existing tourist product, supporting services and infrastructure as well as a comparative assessment of competing attractions.

#### **Comparative Assessment**

This section examines some of the existing tourism-based attractions within the Surf Coast Region, as well as a sample of attractions proximate to the Surf Coast (i.e. close enough for a day trip from the Surf Coast). The purpose of this is to demonstrate competing attractions throughout the local and regional areas, which are also competing with the hinterland for visitors.

The table below highlights five competing attractions and destinations within the Region. However, we are mindful that the majority of attractions within the Surf Coast are nature-based and difficult to quantify (e.g. Surf Coast Walk, Beaches and the like). Therefore, we focused on built attractions that provided more measurable data.

The table shows that there is a limited amount of built tourism products in the region, as the focus is, generally, on the natural assets such as beaches and forests. However, it is important to note that the newly opened GOR Chocolaterie & Ice Creamery, which is the second location of the successful Yarra Valley store, already attracts a large number of annual visitors.

Ref: M17061 HillPDA Page 105 | 140

Table 27 - Competitor Analysis, Surf Coast Region

| Attraction  | Location   | Year<br>opened | Free or<br>Charged   | Visitation  | Visitation trends  | Financials (CapEx costs, operating budget,      | Staffing levels                       |
|---|------------|----------------|----------------------|---|--|---|---------------------------------------|
| Australian<br>National<br>Surfing<br>Museum                         | Torquay    |                | (or both)<br>Charged | 13,000 p.a.   | Relatively stable over<br>past few years   | profit/loss)                                    |                                       |
| Great Ocean<br>Road<br>Chocolaterie &<br>Ice Creamery <sup>18</sup> | Bellbrae   | 2016           | Free                 | Over 500k<br>p.a.<br>(estimates)                          |  | Turnover estimates are around \$10m (estimates) | 85 FTE (estimate)                     |
| Barwon Park<br>Mansion  | Winchelsea | 1871           | Charged              | 10,000 p.a.   | Visitation doubled in<br>2016 due to film 'The<br>Dressmaker'  |   |                                       |
| Tiger Moth<br>World <sup>19</sup>                                   | Torquay    | 1989           | Charged              | Approx.<br>2,000 p.a.                                     |  |   |                                       |
| Great Ocean<br>Road Heritage<br>Centre <sup>20</sup>                | Lorne      | 2014           | Free                 | 56,627  | The Visitor<br>Information Centre,<br>which includes the<br>Heritage space, has<br>experienced<br>downward trend in<br>visitation by 7% since<br>2014-15 | Marketing Budget of<br>\$5k p.a.                | 1 f/t<br>3 p/t<br>Casuals as required |
| Qdos Art<br>Gallery <sup>21</sup>                                   | Lorne      | 2000           | Free                 | Approx.<br>50,000 p.a.<br>(including<br>school<br>groups) |  |   | 4 FTE                                 |

Therefore, to accurately demonstrate the range of tourist attractions, the table below highlights some of the nature-based outdoor attractions within the Surf Coast that cannot be quantified in the table above.

Ref: M17061 HillPDA Page 106 | 140

http://www.illawarramercury.com.au/story/4588356/how-one-couple-risked-everything-for-their-chocolate-dream/?cs=2452 http://tigermothworld.com.au/ Primary Research Primary Research

Table 28 - Nature-Based Attractions within the Surf Coast 22

| Town                      | Beaches  | Walks   | Other   |
|---------------------------|--|---|---|
| Torquay                   | Bells Beach Fisherman's Beach Point Danger                               | Surf Coast Walk Foreshore Trail Surf Coast Historical Society Walk    | Shopping (surfing retail) Surfing tours/surf schools  |
| Anglesea                  | Main beach<br>Point Roadknight<br>Beach                                  | Surf Coast Walk<br>Anglesea Art<br>Walk                               | Surfing tours/surf<br>schools<br>Horse riding   |
| Aireys Inlet              | <ul><li>Sandy Gully and</li><li>Step Beach</li><li>Inlet Beach</li></ul> | Surf Coast Walk Lighthouse Precinct Walk Cliff Top Walk               | <ul> <li>Great Ocean Road</li> <li>Memorial Arch*</li> <li>Split Point</li> <li>Lighthouse</li> </ul> |
| Lorne                     | Lorne Beach  | Erskine Falls<br>Lorne Pier   | Horse-riding<br>Fishing   |
| Winchelsea                | n/a  | Marjorie Lawrence Trail Barwon River Lookout Winchelsea Heritage Walk | Barwon River Trail bike riding  |
| Wurdee Boluc<br>Reservoir | n/a  | Reservoir walking tracks  | Fishing   |

<sup>\*</sup>Located at nearby Eastern View

Finally, the table below shows some 15 competing attractions and destinations from outside the Region. However, we are mindful that the majority of these attractions are small in scale – in terms of visitations and budget. As such, we note the following key findings:

- Visitation data was only available for 8 of the attractions, with visitation ranging from around 3,000 per annum to 340,000. As many museums are local and of reasonably small scale, visitation data was not available.
- Where visitation data (and trends) were available, attractions have generally experienced increases in visitation levels from previous years.
- Most of the analysis included attractions within the Greater Geelong Region, which we would expect as this has a larger population base. This also demonstrates the fact that there is a lack of built attractions/tourism products along the GOR (including the Surf Coast).

Ref: M17061 HillPDA Page 107 | 140

<sup>&</sup>lt;sup>22</sup> Surf Coast Shire Council, 2016

 Most of the built attractions are cultural/heritage facilities (e.g. museums/art galleries).

Ref: M17061 HillPDA Page 108 | 140

Table 29 - Competitor Analysis, Outside the Surf Coast Region

| Attraction                            | Location    | Year<br>opened | Free or<br>Charged<br>(or both) | Visitation  | Visitation trends  | Financials (CapEx costs, operating budget, profit/loss)                                    | Staffing levels                 |
|---------------------------------------|-------------|----------------|---------------------------------|---|--|--|---------------------------------|
| Cheeseworld &<br>Museum               | Allansford  | 1986           | Free                            |   |  |  |                                 |
| Warrnambool Art<br>Gallery            | Warrnambool | 1886           | Free                            |   |  | Operating budget \$2.1m (approx.)  |                                 |
| Ravens Creek Farm                     |             |                |                                 |   |  |  |                                 |
| Adventure Park <sup>23</sup>          | Wallington  | 1996           | Charged                         | 340k (estimated<br>half-year<br>attendance)           | Increased from 240k<br>(2014)  | \$8.5m in capex for<br>expansion in 2009<br>Approx. \$12m<br>redevelopment costs<br>(2015) | 254 staff (f/t & p/t)<br>(2014) |
| National Wool<br>Museum <sup>24</sup> | Geelong     | 1988           | Charged                         | Approx 18k for<br>touring<br>exhibitions<br>(2014-15) | Visitation increased<br>by 16% from 2013-<br>14 levels Shop transactions<br>increased by 24% |  | 65 staff                        |

## **Supporting Facilities, Attractions & Services**

In this section, we assess tourism-supporting facilities and attractors in the rural hinterland area (within the Surf Coast Region). The purpose of this is to understand the scale/type of product that already exists, in order to identify what additional products and services are required to support and attract visitors to the hinterland.

#### Accommodation

The table below shows the accommodation facilities within the hinterland area of the Surf Coast. Based on our research, we found 13 advertised accommodation facilities either within or on the edge of, the rural hinterland (noting that this may not include all farmstay rentals, holiday house rentals or 'Air BnBs').

This demonstrates that, in total, there is only enough advertised accommodation for around 226 people (in 54 different room types). For such a large area, which also receives a significant amount of annual visitation, this appears to be a relatively low level of accommodation provision. To overcome this, until accommodation provision increases, consideration could be given to attracting overnight visitors to the coastal areas (e.g. Lorne, Anglesea) as 'day trippers' to the hinterland.

Ref: M17061 HillPDA Page 109 | 140

<sup>&</sup>lt;sup>23</sup> Panel Report, Greater Geelong Planning Scheme: Adventure Park Geelong, 2014

<sup>&</sup>lt;sup>24</sup> City of Greater Geelong, Annual Report, 2014-15; Australian Museum, Annual Report, 2014-15

In addition, we also note a lack of designated camping facilities and caravan parks across the hinterland. These do exist throughout the Surf Coast (and GOR), however, they are typically located in coastal areas and away from the rural hinterland.

Table 30 - Accommodation Facilities in the Hinterland Region (within Surf Coast)  $^{\rm 25}$ 

|                               | Coastj           |                            |                 |           |
|-------------------------------|------------------|----------------------------|-----------------|-----------|
| Accommodation                 | Location         | Starting price (per night) | Rooms           | Capacity  |
| Pennyroyal Raspberry Farm &   | Murroon          | \$100                      | 2 cabins        | 4 people  |
| Cidery                        |                  |                            |                 |           |
| Otway Escapes Luxury Spa      | Pennyroyal       | \$210                      | 4 cottage types | 8 people  |
| Accommodation                 |                  |                            |                 |           |
| Hidden Valley Cabins          | Pennyroyal       | \$90 (for 2 adults)        | 5 cabins        | 30 people |
| Pennyroyal Farm               | Pennyroyal       | \$200                      | 10 rooms        | 40 people |
| King Parrot Cottages          | Pennyroyal       | \$250                      | 6 rooms         | 24 people |
| Window on the Otways          | Pennyroyal       | \$300                      | 2 rooms         | 10 people |
| The Nook Cottage              | Pennyroyal       | \$225                      | 2 rooms         | 10 people |
| Countrywide Cottages          | Winchelsea South | \$265                      | 4 cottages      | 27 people |
| Roberta's Cottage             | Winchelsea       | \$125                      | 2 rooms         | 4 people  |
| Winchelsea Motel              | Winchelsea       | \$110                      | 2 rooms         | 9 people  |
| Ebony Quill Romantic Cottages | Mount Moriac     | \$90                       | 8 cottages      | 30 people |
| Freshwater Creek Cottages     | Freshwater Creek | \$205                      | 5 cottages      | 26 people |
| Mayfair Park Farmstay         | Freshwater Creek | \$230                      | 2 rooms         | 4 people  |
|                               |                  |                            |                 |           |

## **Regional Events**

This section highlights some of the upcoming regional attractors and events to be held on the Surf Coast, which can be exploited to help stimulate visitation to the hinterland area. The table below shows the upcoming regional events to be held throughout Surf Coast.

Ref: M17061 HillPDA Page 110 | 140

<sup>&</sup>lt;sup>25</sup> https://www.visitgreatoceanroad.org.au/accommodation/; Primary Research

Table 31 - Regional Events in the Surf Coast Region<sup>26</sup>

|                                      | Table 31 - Regional Events in the Surf Coast Region 26 |                                       |   |  |  |  |  |  |
|--------------------------------------|--|---------------------------------------|---|--|--|--|--|--|
|                                      | Location   | Date/s                                | Description   | Other<br>information<br>(visitation)                   |  |  |  |  |
| Heydey 20th Century<br>Fashion       | Winchelsea   | January-March 2018                    | A fashion exhibition at Barwon Park Mansion   |  |  |  |  |  |
| Bells Beach Cliff Run                | Jan Juc  | 5 January 2018                        | An 8km fun run or 4km run/walk from Jan<br>Juc Surf Life Saving Club along the cliff tops<br>to Bells Beach and back.   |  |  |  |  |  |
| Danger Ocean Swim                    | Torquay  | 6 January 2018                        | Open water swim covering 500m, 1.5km and 2.5km  |  |  |  |  |  |
| Cadel Evans Great<br>Ocean Road Race | Geelong-<br>Barwon<br>Heads-<br>Torquay                | 25-28 January 2018                    | An annual professional one-day road bicycle race for both men (174km) and women (113km) starting and finishing in Geelong and routed along the Great Ocean Road. The first race was held in 2015. | Around<br>100,000<br>spectators line<br>the race roads |  |  |  |  |
| Mountain to Surf<br>Run              | Lorne  | 12 January 2018                       | An 8km fun run starting in Lorne and continuing through the forest and then along the Great Ocean Road and finishing at the Lorne Surf Life Saving Club.  |  |  |  |  |  |
| Pier to Pub Ocean<br>Swim            | Lorne  | 13 January 2018                       | The Lorne Pier to Pub is the largest open water swim in the world and is organised and run by volunteers from Lorne Surf Life Saving Club.  | Up to 4,000<br>competitors                             |  |  |  |  |
| Lorne Sculpture<br>Biennale          | Lorne  | 17 March - 2 April<br>2018            | A festival of art and events celebrating the<br>best of Australian and International<br>sculpture.  |  |  |  |  |  |
| Great Ocean &<br>Otway Classic Ride  | Great Ocean<br>Road                                    | 18 March 2017                         | The 145km ride features over 90km of road closures through the picturesque farmlands of the Otway ranges to Lorne and then back along the famous Great Ocean Road to Torquay.                     |  |  |  |  |  |
| Kids Adventure<br>Outdoors Anglesea  | Anglesea   | 8-9 April 2018                        | An adventure festival designed especially for kids and families   |  |  |  |  |  |
| Rip Curl Pro                         | Bells Beach  | 12-24 April 2017                      | The longest running surf competition in the world, celebrating its 56th event this year.  | Around 300<br>surfers<br>compete per<br>annum          |  |  |  |  |
| Surf Coast Century                   | Anglesea   | 9-10 September 2017                   | A 50km and 100km ultramarathon along<br>Victoria's Surf Coast and wildflower<br>hinterland.   |  |  |  |  |  |
| Falls Music & Arts<br>Festival       | Lorne  | 28 December 2016 to<br>1 January 2018 | A boutique music festival with local and international artists  | Capacity of up<br>to 17,500<br>people on site          |  |  |  |  |

Ref: M17061 HillPDA Page 111 | 140

<sup>&</sup>lt;sup>26</sup> https://www.surfcoast.vic.gov.au/Tourism/Events

From this analysis, we can glean several insights.

- There are a number of upcoming events held in the Surf Coast throughout the year, attracting – in some cases – thousands of visitors.
- Some of these events attract a large amount of publicity, particularly the Rip Curl Pro and Lorne Pier to Pub Ocean Swim.
- Majority of events are outdoor/exercise-based, with some connection to the natural environment. In addition, some of the events – such as the 'fun runs' – traverse through the hinterland
- These events can be used as an opportunity to increase visitation to the hinterland, by:
  - Attracting visitors/competitors to the area as an 'add-on' to the existing event
  - Introducing new outdoor/nature-based events that are located in the hinterland
  - Relocating existing events to be located within the hinterland, or to pass through the area

#### Product Assessment - Food Trails

A tourism product that is increasingly being used to attract visitors to regional areas is the food and wine trail. These initiatives are not only designed to increase visitation and improve the visitor economy, but they also serve a marketing function by branding a particular region as a 'foodie'/wine destination.

While this tourism product has been used with some success in the Surf Coast hinterland, the table below provides some examples of successful food & wine trails across other parts of Regional Victoria, highlighting a number of trail options and common factors shared amongst the different trails. This research provides useful insights into some common factors evident in food & wine trails.

- The primary mode of transport is generally via car (although it
  must be noted that some cycle-based trails exist, where the focus
  is on the natural environment as much as it is on food).
- Many trails provided multiple routes. For example, the various Mornington Peninsula trails are segmented by its focus on food type, wine/cellar doors.
- All trails focus on the importance of fresh, local food/wine that is grown in the region, which provides a unique selling point and

Ref: M17061 HillPDA Page 112 | 140

also supports local industry. As such, each trail we have researched has a farmgate / farm shop or local market where visitors can purchase local produce and local wine. Another important element attributed to all trails is the focus on artisan goods, be it Providores, chocolateries or the like, that are high-quality and cannot generally be purchased elsewhere.

- The provision of restaurants is also a common factor as it provides an opportunity for visitors to rest, partake in local produce and, importantly, spend.
- All trails also include a combination of wineries and cellar doors, which is usually the focal point of many of these destinations.
- Finally, most trails provide some forms of accommodation in order to attract overnight visitation to the region, which is important in generating higher visitor yield and stimulating the visitor economy.

Table 32 - Comparative Examples of Regional Food & Wine Trails<sup>27</sup>

| Trail  | Number<br>of<br>routes/<br>maps | Primary<br>transport | Farm<br>shops/<br>markets | Wineries<br>/cellar<br>doors | Restaurants | Accommodation | Events<br>/ tours | Art<br>galleries | Picnic<br>spots | Fruit<br>picking |
|--|---------------------------------|----------------------|---------------------------|------------------------------|-------------|---------------|-------------------|------------------|-----------------|------------------|
| Otway Harvest<br>Trail                         | 1                               | Car                  | <b>√</b>                  | <b>√</b>                     | ✓           | ✓             | ✓                 | ×                | *               | ×                |
| 12 Apostles<br>Gourmet Trail                   | 1                               | Car                  | <b>~</b>                  | <b>~</b>                     | <b>√</b>    | ×             | ×                 | *                | ×               | <b>✓</b>         |
| Bellarine Taste<br>Trail                       | 4                               | Car                  | <b>✓</b>                  | <b>✓</b>                     | <b>√</b>    | <b>✓</b>      | ✓                 | ×                | ×               | *                |
| Mornington Peninsula Wine Food Farm Gate Trail | 13                              | Car                  | <b>~</b>                  | <b>√</b>                     | <b>~</b>    | <b>~</b>      | <b>✓</b>          | *                | ×               | *                |
| Yarra Valley<br>Trail                          | 9                               | Car                  | <b>√</b>                  | ✓                            | ✓           | *             | ×                 | ✓                | ✓               | ✓                |
| Tasty Little<br>Tourism Map                    | 5                               | Car                  | <b>√</b>                  | <b>√</b>                     | <b>√</b>    | <b>√</b>      | *                 | *                | ×               | *                |

## **Visitor Market Analysis**

This section examines the existing visitor market to the Surf Coast, in the context of its position within the Great Ocean Road (GOR) and as the regional catchment for the hinterland area. Understanding the visitor market is an important element of this assessment, as it

Ref: M17061 HillPDA Page 113 | 140

<sup>27</sup> www.visitvictoria.com

demonstrates the estimated number of visitors who are currently travelling to the region (and potentially the rural hinterland), as well as attributes about the various market segments.

### **Total Visitation**

The figure below provides a summary of visitation to the Surf Coast Region from 2012-13 to 2016-17<sup>28</sup>. In 2016-17, total visitation was estimated at 2.3m, with the majority of visitors being domestic day trippers (60%), followed by domestic overnight (38%) with the remainder (2%) being international visitors. These ratios have remained relatively constant over time.

Over the past five years, visitation to the Surf Coast has significantly increased by some 61%, comprising:

- 81% increase in domestic day trippers
- 36% increase in domestic overnight visitors
- 81% international overnight

These visitation levels make the Surf Coast Region the most popular sub-region for visitors to the GOR<sup>29</sup>. In 2016-17 alone, 45% of all visitors to the GOR – totalling 5.1m – were visiting the Surf Coast, including 47% of total domestic day trippers, 44% of total domestic overnight visitors and 22% of all international visitors.

Clearly, the Surf Coast Region is an increasingly popular destination for visitors travelling to the GOR, particularly domestic tourists.

Ref: M17061 HillPDA Page 114 | 140

<sup>28</sup> Note: Unless otherwise indicated, data reflects YE March.

<sup>&</sup>lt;sup>29</sup> According to the Great Ocean Road Regional Tourism body, the Surf Coast is a sub-region of the GOR.

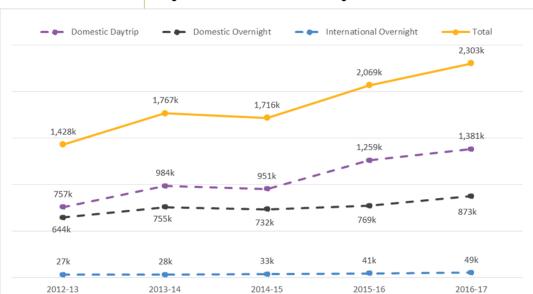


Figure 36 - Visitation to the Surf Coast Region 30

## **Visitor Nights**

The figure below illustrates visitor nights spent in the Surf Coast Region over the past five years. In 2016-17, a total of 2.5m visitor nights were spent in the region, the majority of which were undertaken by domestic overnight visitors (89% in 2016-17). In line with the trend of increasing visitation, total visitor nights have also increased over time, by some 24% since 2012-13, driven by increases in both domestic overnight visitors (24%) and international visitors (26%).

Again, the largest number of visitor nights to the GOR is spent on the Surf Coast, which comprises 38% of total visitor nights, including 40% of domestic and 25% of international nights.

Ref: M17061 HillPDA Page 115 | 140

<sup>&</sup>lt;sup>30</sup> Great Ocean Road Regional Tourism, Travel to Great Ocean Road, 2017.

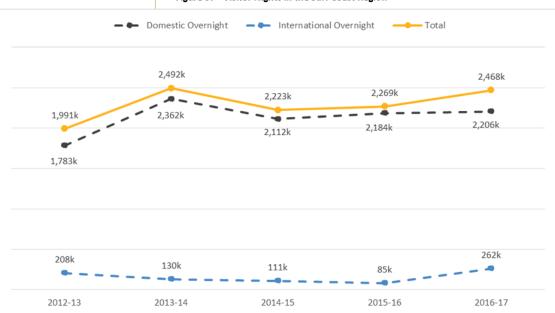


Figure 37 - Visitor Nights in the Surf Coast Region 31

## Average Length of Stay

An important element of visitor nights is the average length of stay (ALOS), which is illustrated in the figure below. As is generally the case, ALOS for international visitors (5.3 in 2016-17) is higher than domestic (2.5), while both have also experienced a decline over the past five years. In addition, these figures are broadly in line with the ALOS averages for the GOR of 2.8 for domestic and 4.8 for international visitors.

Ref: M17061 HillPDA Page 116 | 140

<sup>&</sup>lt;sup>31</sup> Great Ocean Road Regional Tourism, Travel to Great Ocean Road, 2017.

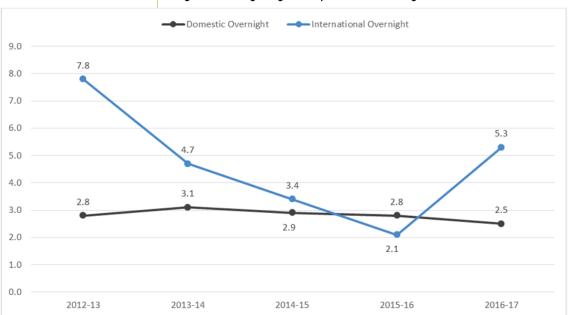


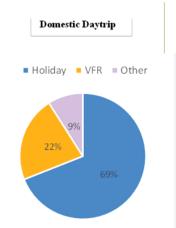
Figure 38 - Average Length of Stay in the Surf Coast Region 32

## **Purpose of Visit**

The figure below provides a summary of the purpose of visit by international, domestic overnight and domestic day visitors to the Surf Coast Region. It demonstrates that for all visitor types, holiday-based travel is the primary purpose of visit (total average of 72% across visitor types), followed by Visiting Friends or Relatives – VFR – (20%) and 'other' purposes (8%). Note 'other' includes 'business purposes'.

Ref: M17061 HillPDA Page 117 | 140

 $<sup>^{32}</sup>$  Great Ocean Road Regional Tourism, Travel to Great Ocean Road, 2017; International visitor data from 2012-13 to 2015-16 are estimates only.





### Travel Party Type

The figure below illustrates the type of visitor, by travel party, to the Surf Coast Region (for both domestic and international overnight visitors). The spread of domestic visitors is relatively even, driven by adult couples (30%), friends/relatives travelling together (30%) and families (26%). Conversely, there are two dominant travel party types for international visitors – adult couple (40%) and lone travellers (38%).

Ref: M17061 HillPDA Page 118 | 140

<sup>33</sup> Tourism Research Australia, NVS, 2015

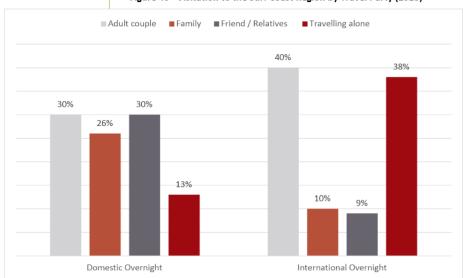


Figure 40 - Visitation to the Surf Coast Region by Travel Party (2015)<sup>34</sup>

#### **Key Activities by Visitors**

Understanding the key activities undertaken by visitors helps identify why visitors are attracted to the region. The figure below shows the key activities undertake by domestic day trippers and domestic and international overnight visitors. As would be expected, visitors predominantly participate in nature-based activities, particularly beach-related activities and sightseeing. While a large proportion of visitors also partake in food & beverage experiences.

Interestingly, there is some contrast in the activities undertaken by domestic visitors versus international visitors. For example, international visitors have a higher propensity to shop, sightsee and participate in cultural activities. In fact, the cultural market is almost exclusively dominated by international visitors, with domestic visitors preferring outdoor, nature-based activities, shopping or food & beverage.

Ref: M17061 HillPDA Page 119 | 140

<sup>&</sup>lt;sup>34</sup> Tourism Research Australia, NVS, 2015

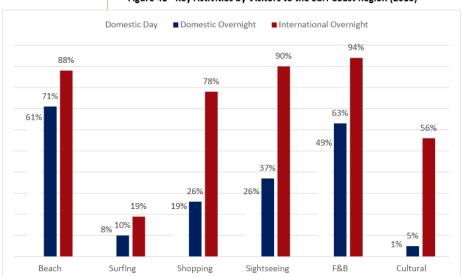


Figure 41 - Key Activities by Visitors to the Surf Coast Region (2015)<sup>35</sup>

Note: The total proportions for each activity can exceed 100%, as visitors can select multiple activities.

#### **Visitor Spend**

The table below indicates the most recent level of visitor spend in the Surf Coast for 2015 for all visitor types. Total spend in the region of \$375m was primarily driven by domestic overnight visitors (74% of total spend), followed by domestic day trippers (22%) and international visitors (4%). However, on a spend by trip basis, the highest amount of spending was undertaken by international (\$459 per trip) and domestic (\$380) overnight visitors, which reflects a greater level of spend for accommodation and food.

From this, we understand that both domestic and overnight visitors spend is, on average, around five times greater than the level of spending of a domestic day visitor.

Ref: M17061 HillPDA Page 120 | 140

<sup>&</sup>lt;sup>35</sup> Tourism Research Australia, National Visitor Survey 2015; Australian National Surfing Museum: Strategic Assessment & Future Options, June 2016

Table 33 - Visitor Spend in the Surf Coast Region (2015)<sup>36</sup>

| Traveler Type           | Total spend (\$m) | Ave spend per trip (\$) | Ave spend per night (\$) |
|-------------------------|-------------------|-------------------------|--------------------------|
| Domestic Daytrip        | \$81m             | \$87                    | na                       |
| Domestic Overnight      | \$279m            | \$380                   | \$120                    |
| International Overnight | \$15m             | \$459                   | \$95                     |
| Total                   | \$375m            | \$221                   | \$119                    |

#### **Key Findings**

The analysis of the Surf Coast visitor market provides some useful insights.

- Visitation to the region has significantly increased over the past five years, contributing to the status of the Surf Coast as the most popular visitor destination 'sub-region' within the GOR.
- While all visitor types have experienced an increase, the area is best served by domestic visitors, particularly domestic day trippers. From previous research, we also understand this market is dominated by visitors from intrastate, particularly the Greater Melbourne market.
- The overnight visitor has the greatest appeal to the region due to the high-yielding nature of this market, typified by the higher proportion of visitor spend from both domestic and international overnight visitors.
- The 'holiday' visitor, by the purpose of visit, is most attracted to the region. This is of great benefit to the region as, traditionally, holiday visitors are higher-yielding (than, say, VFR visitors).
- The biggest appeal to the region is the natural environment, specifically beaches and sightseeing. The sightseeing elements would be of particular interest for the rural hinterland as an attractor for visitors, who would be drawn to its natural assets including lookouts, forests, significant landscapes, waterfalls and walking trails.

## **Opportunities**

The above research and analysis is synthesised into the following key findings.

 Visitation to the Surf Coast Region is strong and has been increasing over time, particularly for domestic visitors. As such,

<sup>36</sup> TRA, NVS, 2016

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opportunities to capture these tourists and direct them to the hinterland area need to be explored, noting that any intensification should respect the qualities and attributes of the hinterland area that are currently valued.

- Other than natural assets, such as walking trails and sightseeing, there are a limited number of 'attractors' and tourism products across the hinterland. Therefore, consideration must be directed on how to appeal to visitors – by either providing new product in the hinterland; or increasing marketing and the promotion of the area.
- There is also a limited number of supporting accommodation facilities, which constrains the number of high-yielding overnight visitors. Therefore, unless more facilities are provided, the focus could be on attracting day visitors from across the Surf Coast / GOR 'coastal' areas.

Some successful examples of tourism initiatives that potentially could drive visitation to regional areas include food & wine trails, which successfully utilise existing road / cycle networks, have the potential to attract more visitors to the hinterland area, promote it as a 'must-do' destination and increase visitor spend.

As such, we have identified some potential tourism products / clusters that could potentially be enhanced across the hinterland area.

## **Facilitating Food Hub Tourism**

The introduction and early success of the Chocolaterie & Ice Creamery near Bellbrae demonstrates that food destinations could thrive in the region.

In particular, attracting established food destination brands and working in collaboration with other destinations can lead to the further development of a regional food hub. Ideally, this food hub would work in conjunction with the local surroundings, improve the interpretation of the area and provide an improved sense of place for the hinterland. This could build on the existing food trails in the region.

### Facilitating Arts & Crafts and Cultural Trail Tourism

The Winchelsea area is a cultural and heritage focal point of the hinterland. This is demonstrated by a number of cultural and heritage events and activities held across the town. Winchelsea

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offers echoes of 'Fine Living' Heritage within a peaceful country environment that includes a collection of elegant establishments.

From this, Winchelsea could be a focal point of an Artisan Trail that incorporates the local arts & crafts scene and provides a cultural offering for visitors. Visitors could be guided through exhibition spaces and galleries throughout the area, as well as local markets, which would provide insights into local culture and be tied into the surrounding environment of the hinterland.

This could have the added benefit of growing the arts scene and attracting local and regional artists to the area.

#### **Facilitating High Quality Accommodation Facilities**

To attract higher yielding overnight visitors, high quality accommodation is needed. The quality needs to be exceptional to offer a point of difference in the market and for the facilities to become destinations in their own right.

The hinterland could avoid adding generic accommodation capacity and focus only on quality destination accommodation.

#### **Destination Making**

An opportunity exists to build on the strengths of the hinterland and its towns as 'destinations', based on the provision of a specific product or service to attract visitors. For example, Deans Marsh could be promoted as a focal point for the hinterland. The key is to offer a suitable product that attracts visitors. This could involve a range of experiences and activities, each offering a different interpretation of the area and town, including linkages with the Otway Harvest Trail or a purpose-built attraction that focuses on the connections with nature and the local environment.

#### **Developing Tourism Product Clusters**

Tourism product clusters, if introduced correctly, could potentially complement each other so that visitors would be able to experience all three – food, arts, destinations - during their trip (either a day trip or overnight). As a result, visitors would be directed to the main areas of the hinterland, which would increase visitation, improve their knowledge and engagement with the area and help stimulate the visitor economy.

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## **Summary**

Other than natural assets, such as walking trails and sightseeing, and an emerging cluster of food trail operations, there are a limited number of 'attractors' and tourism products across the hinterland.

There is also a limited number of supporting accommodation facilities, which constrains the number of high-yielding overnight visitors.

Despite this, visitation to the Surf Coast is strong and has been increasing over time, particularly for domestic day trip visitors visiting the coast, Great Ocean Road and Great Otway National Park. As such, opportunities exist to capture tourists and direct them to the hinterland area.

The key opportunities for tourism in the hinterland are as follows:

- Facilitating food hub tourism;
- Facilitating arts & crafts and cultural trail tourism;
- Facilitating high quality accommodation facilities;
- Destination making; and
- Developing tourism product clusters.

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# 8 AGRIBUSINESS ACTIVITY AND OPPORTUNITIES ANALYSIS

# Introduction

This section provides an analysis of agriculture business opportunities and broader issues relating to rural land use and development in the hinterland. The information is based on the role of the area within the G21 Region.

# Agribusiness in the G21 Region Economy

The recently completed G21 Agribusiness Strategy<sup>37</sup> showed how significant agribusiness<sup>38</sup> is to the G21 Region economy with production of \$1,091 million of value-add and direct employment of 8,600 people across the supply chain, representing between 8.4% and 8.7% of the G21 regional economy.

Table 34 - Agribusiness Value-Add and Jobs by Sector in the G21 Region

| Sector             | Value-add | Jobs  |
|--------------------|-----------|-------|
| Inputs             | \$326m    | 2,400 |
| Farming            | \$338m    | 2,800 |
| Processing         | \$371m    | 2,900 |
| Wholesale          | \$56m     | 500   |
| Total Agribusiness | \$1,091m  | 8,600 |
| % of G21 Region    | 8.4%      | 8.7%  |

Importantly, \$753 million of this value-add and 5,800 of the jobs are generated beyond the farm gate. This data does not include agribusiness' contribution to the visitor economy and other service sectors, e.g. finance and insurance.

It is important to note that agribusiness is also a significant contributor to the visitor economy, with the rural landscapes, wineries, harvest trails, farmers' markets and small scale food producers contributing enormously to the attraction of the region to the large number of domestic and international visitors.

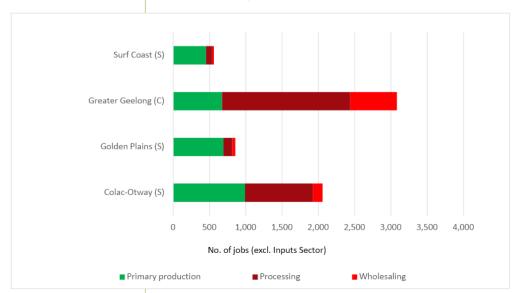
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<sup>&</sup>lt;sup>37</sup> City of Greater Geelong (2017) Sustainable Agribusiness Strategy for the G21 Region, 2017 – 2022.

<sup>&</sup>lt;sup>32</sup> The strategy defined agribusiness as more than just farming. It includes inputs into agriculture, primary production (including farming, forestry, aquaculture and fisheries), manufacturing and wholesaling.

Agribusiness jobs (excluding inputs<sup>39</sup>) by each of the local government areas within the G21 Region are presented in the figure below

Figure 42 - Agribusiness Jobs by Sector (excl. inputs) by Local Government Area in the G21 Region



This figure shows that agribusiness processing in the G21 Region is largely based in the urban areas of Geelong and Colac. Processing and wholesaling dominates (approx. 78%) agribusiness employment in the City of Greater Geelong, whilst the split between pre-farmgate (48%) and post farm-gate (52%) in Colac-Otway Shire is much more even. There is only a small amount of processing and wholesaling in Surf Coast and Golden Plains Shires and, as a result, the total number of jobs in agribusiness is far less, and dominated by primary production. Thus, it is important to recognise that the economic contribution of agribusiness to the G21 Region is largely from the urban-based post farm-gate sector of the industry.

The figure also shows that Surf Coast Shire has the smallest employment in agribusiness within the region with the actual number of jobs totalling 561, or 6.5% of the region's agribusiness

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<sup>&</sup>lt;sup>39</sup> The method used to calculate the number of jobs in the input sector is unable to be applied at a local government area level.

jobs. The agribusiness jobs in Surf Coast Shire are split between the sectors as follows:

- 450 = primary production
- 84 = processing
- 27 = wholesaling

Thus, agribusiness in the Surf Coast Shire economy is dominated by primary production, rather than the post farm-gate sector. However, this does not include the contribution of primary production to the visitor economy, via farm gate sales and landscape management, which is immeasurable but significant.

# **Agribusiness in the Surf Coast Hinterland**

The type of farms, their number and the value of production produced by these farms in the Surf Coast hinterland is presented in the table below. The value of production is presented by commodity, but the number of farms is presented by industry, as each farm is grouped to a specific industry based on its sources of income. The relevant groupings are:

- Livestock = cattle and sheep
- Sheep = wool and lambs
- Cropping = crop and mixed farms
- Intensive animals = pigs, chicken meat and eggs

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<sup>&</sup>lt;sup>41</sup> Industry codes classify farms by income, e.g. a farm which receives more than 80% of its income from cropping and less than 20% from livestock is a "crop" farm, whilst the reverse allocation would make it a "livestock" farm. Farms where no one commodity represents >80% of the income are mixed farms.

Table 35 - Gross Value of Production and Number of Farms by Commodity in the Surf Coast Hinterland 42

| Commodity           | GVP<br>(\$ million) | % of GVP | No. of<br>farms | % of<br>farms |
|---------------------|---------------------|----------|-----------------|---------------|
| Cattle              | \$7.4               | 9.5%     | 180             | 60.2%         |
| Sheep               | \$18.8              | 24.2%    |                 |               |
| Cropping            | \$15.8              | 20.4%    | 54              | 18.1%         |
| Dairy               | \$6.1               | 7.8%     | 11              | 3.7%          |
| Horticulture        | \$1.0               | 1.3%     | 22              | 7.4%          |
| Pigs                | \$5.0               | 6.4%     | 10              | 3.3%          |
| Eggs                | \$0.1               | 0.1%     |                 |               |
| Chicken meat        | \$23.5              | 30.3%    |                 |               |
| Other <sup>43</sup> | n.a.                | n.a.     | 22              | 7.4%          |
| TOTAL               | \$77.6              | 100%     | 299             | 100%          |

The Gross Value of Agricultural Production in the Surf Coast hinterland was \$77.6 million in 2011. The three largest commodities by value were Chicken meat, sheep and cropping, which together account for almost 75% (74.9%) of this value.

There were 299 farms in the Surf Coast hinterland in 2011, of which 180 or 60.2% were livestock farms. The next largest category was cropping farms (including mixed farms), of which there were 54 farms or 18.1%.

The combination of gross value of production and the number of farms by industry or commodity indicates the economic size of these farms. The data shows that the 60.2% (180) of farms that are livestock farms only account for 33.7% of the gross value of production, whilst 3.3% (10) of the farms that are intensives livestock farms account for 36.8% of the gross value of production. Thus, there are a large number of small livestock farms and a small number of large intensive farms in the Surf Coast hinterland.

The differences in farm size in the district are highlighted again in the figure below, which shows the number of farms and value of production by business scale, as measured by turnover.

Ref: M17061 HillPDA Page 128 | 140

<sup>42</sup> Source – ABS Agricultural Census 2011

<sup>43</sup> Other includes such things as horses, deer, bees, alpacas and a range of other livestock.



Figure 43 - Number of Farms and Value of Production by Business Scale in the Surf Coast Hinterland

The data presented in the figure shows that there is a wide divergence in farm business scale within the district. In fact, the data shows that:

- 57% (169) of farms in the district have a turnover less than \$50,000 and produce 6% (\$3.5 million) of the value of agricultural production at an average of \$20,459 each, whilst
- 4% (11) of farms in the district have a turnover greater than \$1 million and produce 61% (\$36.8 million) of the value of agricultural production at an average of \$3,347,121 each.

If the data is divided into two groupings only, i.e. turnover above or below \$350,000, then it shows that:

- 93% (279) of farms produce 30% (\$17.8 million) of the value at an average of \$63,831 each; and
- 7% (20) of farms produce 70% (\$42.3 million) of the value at an average of \$2,114,266 each.

Thus, agribusiness in the Surf Coast hinterland is typified by a large number of small farms (predominantly livestock farms) and a small number of large farms (predominantly intensive animal farms). The total amount of income generated by the small farms is significant,

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however the amount generated by each farm is small. Thus, it is highly likely that the majority of these farms are a secondary source of income for farm owner.

This divergence in farm business scale and type is important, as the two very different types of farmers will have very different needs and aspirations.

## The Agricultural Landscape

The G21 Region Agribusiness Strategy included the following figure to provide a conceptual picture of the agricultural landscape in the region. It concluded that the Bellarine Peninsula and the hinterland of the Surf Coast and Otway Ranges are predominantly occupied by lifestyle farms and small agrifood or agritourism businesses, whilst production agriculture is largely confined to a shrinking area in the west of the region. The processing and wholesaling sectors of agribusiness are largely located within the urban areas of Geelong and Colac.

This is consistent with the analysis presented above and shows that only a small proportion of the Surf Coast hinterland in the north-west of the Shire is predominantly used for traditional broad acre commercial agriculture. There are exceptions to this rule, but the conceptual picture indicates the ongoing changes that are occurring in the agricultural landscape of the region.

Ref: M17061 HillPDA Page 130 | 140

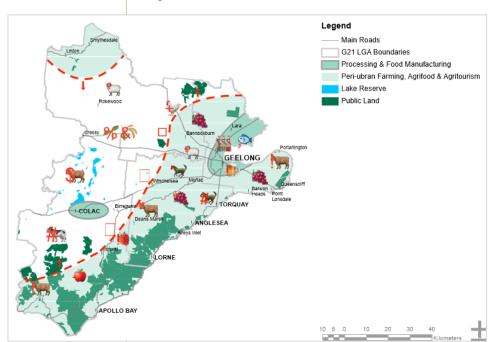


Figure 44 - A Conceptual Picture of the Agricultural Landscape in the G21 Region

## **Relevant Policy and Strategy Context**

Relevant policies and strategies for the agricultural sector include:

- Victorian Food and Fibre Sector Strategy (2016);
- Sustainable Agribusiness Strategy for the G21 Region, 2017 2022 (2017); and
- Thompson Valley Irrigated Agricultural Project (2010).

## **Key Issues and Opportunities**

### An "Explosion" of Small Agrifood Businesses

The growth in the number of small agrifood businesses is not well represented by the official statistics, as in many cases the collection of the statistics pre-dates the establishment of the business or the official recording of the business is hidden in a number of other categories, such as retail trade or accommodation and food services.

The G21 Agribusiness Forum "Roadmap" project has described the growth in these businesses as an "explosion". This is because the supply chains that are currently being mapped by this project is

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discovering that most of the businesses involved in these supply chains did not exist ten years ago when the supply chains were last mapped.

An indication of the number of such businesses has been derived from an examination of the membership of the three "taste trails" in the region. They show the following membership:

- Bellarine Taste Trail = 41
- Moorabool Valley Taste Trail = 25
- Otway Harvest Trail = 61

It is critically important to note that the harvest trail groups are membership organisations and their membership numbers may be a gross under-estimate of the number of these businesses in the region. Many of these small (often "micro") agrifood businesses do not have farm gate sales and, as such, are not members of a harvest trail, whilst some businesses that do have farm gate sales choose not to join.

The businesses' farm gate sales are a combination of agribusiness and tourism, as they thrive off the visitor economy and its demand for a local food and wine experience. Similarly, those without farm gate sales operations often contribute to this sector via wholesaling their products to these retail outlets or to similar outlets outside of the region.

Many in this sector are keen to see support for increased visitation to the region and the development of opportunities for visitors to stay for longer periods.

Therefore, the issues these group of businesses often face relate to business development and marketing, such as:

- How do we effectively work together to maximise the opportunity for all?
- How do we develop our business and marketing skills to take better advantage of our production?
- How do we better leverage the visitor economy, e.g. visitation along the Great Ocean Road?
- How do we work better with government to ensure compliance and regulation that is appropriate and manageable for our scale of business?

They also impact on local infrastructure, as an increase in visitation to these largely rural areas increases the demand for public facilities

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and the vehicle movements on rural roads, which may not have been designed for such traffic volumes.

#### Peri-Urban Farming

The growth of lifestyle farms or "hobby farms" has accelerated in recent years too, as initially "sea-changers" and then "tree-changers" migrated to the region from urban areas. The attractiveness of the region as a lifestyle destination has driven this growth, and the rapid increase in coastal real estate prices has also driven many recent arrivals and the children of earlier arrivals to settle in the hinterland.

Lifestyle farms are differentiated from small agrifood businesses based on the intended purpose of the land use, that is, lifestyle farms are primarily used as a place of residence, as opposed to a place of business. Whilst both can occur at the same location, e.g. larger scale commercial farms, or small scale agrifood businesses, lifestyle farmers primarily retain "the farm" because they enjoy the space, the landscape and the opportunity to dabble in rural pursuits outside of their work time, which is usually conducted elsewhere.

The delineation between lifestyle farms and small agrifood businesses can also be blurred, as often small agrifood businesses start out as a lifestyle farm, but develop into a business as their owners seek a means by which to produce an income from their land, or to pursue an income from a particular farm related passion or opportunity.

It is critical to recognise that not all peri-urban farms are lifestyle blocks or small agrifood businesses. There are still a number of medium to large scale commercial farms in the peri-urban environment. Often, they have existed in the location for many years, even generations, before the large-scale development of lifestyle farms in their area.

The interaction of lifestyle farms with these larger commercial farms can sometimes be problematic. People who live in a location for primarily lifestyle reasons, as opposed to commercial reasons, may not be fully aware or understand the needs of commercial farmers and vice versa. Land use conflict can occur around such things as:

- The management of pest plants and animals, including domestic dogs.
- Farm practices, which may lead to increased noise, such as calf weaning, tractor operations, scare guns in orchards or vineyards.

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- The application of chemicals and fertilizers to crops and pastures, or the burning of stubbles.
- The use of rural roads to move livestock, farm machinery and farm freight.
- 'Lifestylers' not understanding the needs and behaviours of livestock and causing disturbance.
- Risk of biosecurity issues.

Whilst the focus in such land use conflicts is often placed on the practices of the commercial farms, the land and animal management practices of the lifestyle farmers can also be a concern to the community and a threat to pre-existing businesses. Many lifestyle farms choose to keep livestock on their farms for amenity, recreational and/or commercial reasons. When these operators do not have the required skills, experience or understanding to manage these livestock in a way that is consistent with community standards (e.g. animal health and welfare) and or industry practices (e.g. biosecurity), there are threats to the wider agricultural community.

The failure of peri-urban farmers, whether lifestyle or commercial, to manage their land and livestock in a way that is consistent with community standards and industry practices can also be a threat to the visitor economy and the "explosion" in small agrifood businesses. Visitors to our region who are seeking a local food and wine experience also visit the region to experience its natural and rural landscapes. Therefore, poor management of these landscapes can be a threat to visitation and the businesses that depend on it.

Therefore, the major issues generated by this group of agribusinesses is:

- Appropriate land use planning and regulation, and the enforcement of those regulations.
- Education and training to increase the understanding of accepted community standards and industry practices and provide the management skills necessary to comply.

#### A Pause in the Growth of the Intensives?

The growth of the intensive animal industries in the region has been the most noticeable change in the agribusiness landscape in the last decade and a half. These industries include, but are not confined to the chicken meat, egg, pork and goat dairy industries.

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The chicken meat industry, in particular, has seen multi-million dollar investment in new farms and is almost solely responsible for the growth in the number of large farms that dominate our agricultural production economy.

Recent developments in the industry has seen Baiada close its processing plant at Laverton and consolidate to two potentially lower cost sites in NSW. This has left their growers without a contract and reduced the number of broiler farms in the G21 Region. This closure comes on top of significant new investment in the broiler industry into South Australia because of the additional compliance cost of establishing new broiler farms in Victoria.

Chicken meat consumption in Australia is steadily growing at 4% per year. Production must grow at the same rate, as consumption is sourced entirely from within Australia. However, the continual rationalisation of the industry and the additional compliance costs of establishing new broiler farms in Victoria (estimated by industry sources as about \$400k-\$500k and a two-year delay to get through VCAT) could result in the state, and especially the G21 Region, missing out on this new investment.

The growing demand for all products from our intensive animal industries will mean that the existing processing facilities will soon reach capacity and ageing infrastructure will need to be replaced and expanded to be cost competitive with new green field investments in other locations. Some producers will also be looking for new and different ways to get their product to market, which may create opportunities for further new investment in processing capacity in Geelong.

The growth of the intensive animal industries provides a real opportunity for continued investment and job creation in the region because of our labour supply, access to land and infrastructure, however the threats of prohibitive compliance costs and ageing processing capacity, which needs to be replaced, could deter investors unless government and industry can work together to resolve these complex and difficult issues.

A real opportunity exists for a collaborative approach between industry and government to secure future investment that balances the needs of industry to grow and be cost competitive, whilst meeting community standards about where and how these businesses should operate.

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#### An Untapped, But Expensive, Resource?

Recycled water has long been identified as an untapped resource within the region and elsewhere. The Black Rock Water Treatment Plant pumps approximately 17,500 megalitres of treated water into the ocean each year. Some of this (approximately 10%) has been used for irrigated agriculture in the Torquay North area for many years, but work undertaken for the Surf Coast Shire in 2010<sup>44</sup> showed that there was limited opportunity for expanding this economically due to the quality of the water, the quality of the soil and the cost of the water.

The recently released Geelong Economic Futures Report<sup>45</sup> also identified the opportunity for a project based on securing high-value farming and food services through delivering low-cost and reliable water supplies. According to the report, the current lack of high-security, low-cost water is limiting the growth of high-value agriculture in the Geelong region. The Geelong-Melbourne water pipeline provides access to the wider State water network, including the north-south pipeline and the desalination plant at Wonthaggi, however the price function in this water grid means that in times of scarcity, agriculture in the region remains at risk of being 'priced out' of water.

Through this project, recycled water resources are intended to be secured via strategic pipeline (from Werribee and/or Black Rock) and water treatment investments for farming of more profitable, export-focused crops such as fruit and vegetables, nuts, as well as value-adding food services for export could be made.

There is no doubt that recycled water from Black Rock and Werribee are largely untapped resources, which could be utilised to expand our agribusiness industry. However, recycled water is expensive. This is the primary reason it remains untapped. It is used extensively in inland areas where there are no alternative disposal options and the water authorities sell it to producers at very low prices, as this is still their cheapest disposal option, however disposal at sea in coastal areas is a very cheap option.

Desalinating water and pumping to a suitable area for use is very expensive, as water is heavy and desalination is energy intensive.

Thus, it is not unreasonable to expect that the full economic cost of

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<sup>44</sup> RMCG and Parson's Brinckerhoff Australia (2010) Thompson Valley Irrigated Agricultural Project.

<sup>45</sup> Deakin University Centre for Regional and Rural Futures (2017) Geelong Economic Futures.

using recycled water in our region may well exceed the cost of potable water. Therefore, this is an untapped, but expensive, resource.

The cost of recycled water will only reduce if the community determines that disposal at sea is no longer acceptable and is prepared to pay for the cost of treatment and pumping, i.e. subsidise its use for broader community benefits. In the meantime, the cost of this resource means that it will only be tapped if we can identify high value agribusiness that can absorb these high costs, whilst remaining cost competitive in the international market.

#### Summary

Businesses that operate within the hinterland's farming areas include small agrifood businesses. Some of these have farm gate sales and some are in the three food trails in the region (Otway Harvest Trail (61 businesses), Bellarine Taste Trail (41) and Moorabool Valley Taste Trail (25)). Businesses with farm gate sales are a combination of agribusiness and tourism, as they thrive off the visitor economy and its demand for a local food and wine experience.

Some small businesses do not have farm gate sales, but do have supply chain linkages across the region and beyond.

Intensive animal industries are also located in the area. This includes the chicken meat, egg, pork and goat dairy industry sectors. The area has an existing supply of labour for this sector and has access to land and infrastructure. However, recent developments in the industry include increases in compliance costs in Victoria and investment inter-state which could result in the region missing out on new investment.

The attractiveness of the region as a lifestyle destination has driven growth in hobby or lifestyle farms. Lifestyle farms are differentiated from small agrifood businesses based on the intended primary purpose of the land as a place of residence as opposed to a place of business. Lifestyle lots influence land value and therefore viable agribusiness locations.

Key opportunities for the hinterland include:

- Facilitating small agrifood businesses;
- Facilitating intensive animal industries in appropriate locations;
- Exploring opportunities to utilise recycled water for agribusiness purposes;

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- Facilitating hobby farms on unproductive farmland; and
- Managing land use conflicts.

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## 9 CONCLUSION

The research and analysis shown in this report is used to inform a separate Issues and Opportunities Report.

The separate Issues and Opportunities Report is used to inform a consultation process prior to the preparation of the Hinterland Futures Strategy.

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#### 5.3 **Circus Policy SCS-026**

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& Local Laws

**Department:** Planning & Development File No: F12/406 Division: **Environment & Development** Trim No: IC17/1070

Appendix:

1. Circus Policy SCS-026 (D17/118677)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 -Information classified confidential in accordance with

Section 80C:

Local Government Act 1989 – Section 77(2)(c):  $|\times|$  No

Yes

Reason: Nil Reason: Nil

## **Purpose**

Yes

The purpose of this report is to review Council's Circus Policy SCS-026 which guides Council's approval of the use of Council managed land for circuses and performances with animals.

## **Summary**

The current Circus Policy SCS-026 is expiring and has been reviewed. The policy includes clearly stated roles and responsibilities related to the hosting of a circus on Council land that do not use exotic animals.

The policy does not require any material change and has served its intended purpose since adoption.

#### Recommendation

That Council:

- 1. Adopt the reviewed Circus Policy SCS-026.
- 2. Review the Policy by October 2020.

## 5.3 Circus Policy SCS-026

#### Report

## Background

The Circus Policy SCS-026 was adopted by Council in 2014. The policy provides clear instruction that permits the use of Council land for circuses and performances that include domestic animals. The policy outlines that circuses that use exotic animals will not be granted permission.

#### Discussion

The review of the policy has identified that the policy is currently adequate. No circuses containing exotic animals have been approved on Council land since 2014. Circuses containing domesticated animals have been hosted without incident or reports of concern for animals used in the circus. There are no proposed changes to this policy.

## Financial Implications

There are no financial implications associated with adopting this policy

#### Council Plan

Theme 4 Vibrant Economy

Objective 4.2 Facilitate high quality events throughout the year

Strategy 4.2.1 Further develop diverse, major and signature events, communication and promotion

program

## Policy/Legal Implications

Council plays an active role in policing the Domestic Animals Act 1994 and the Prevention of Cruelty to Animals Act 1986. This policy supports Council Officers operational role in ensuring compliance is achieved.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

Council could be exposed to reputational risks. The risk of not having a policy is that Council may be exposed to criticism, if land under Council management or ownership was used to host events with exotic animals that may not be suited the local environment.

## Social Considerations

No additional social considerations have been taken into account with the review of this policy.

#### Community Engagement

Community engagement has not been undertaken for this policy review.

## **Environmental Implications**

No environmental implications have been identified during this policy review.

## Communication

The updated policy will be communicated throughout the organisation in addition to being available on Council's website

#### **Options**

#### Option 1 – Adoption of the policy

This option is recommended by officers as adoption of this policy will help ensure Council's continues to manage the use of Council land in a responsible way by preventing circuses or performances that use exotic animals.

#### Option 2 – Not adopt the policy

This option is not recommended by officers. The policy has been effective operating successfully for several years. It provides strong guidance for officer decision making.

#### Conclusion

There are no proposed changes to the Circus Policy SCS-026. The policy has been effective since being introduced. The recommendation is to extend the policy for further three years until October 2020.

## 5.3 Circus Policy SCS-026

## APPENDIX 1 CIRCUS POLICY SCS-026

## **Council Policy**



| Circus  | Document No:            | SCS-026         |
|---|-------------------------|-----------------|
|   | Approval Date:          | 24 October 2017 |
|   | Approved By:            | Council         |
|   | Review Date:            | October 2020    |
| Responsible Officer: Manager Planning & Development | TRIM Reference #:       | D17/109374      |
| Authorising Officer:                                | Chief Executive Officer |                 |

#### 1. Purpose

To outline that Council will not support circuses or other events with caged or restrained wild/exotic animals to be located or perform on Council owned or managed land.

#### Scope

This policy applies to Council, its employees, and all events conducted on land owned or managed by the Surf Coast Shire.

#### 3. Definitions

For the purposes of this policy, the definition of an event is:

"Any planned activity where any structure (permanent or temporary), open area, road way, fenced or unfenced will contain a number of persons greater than that normally found in that area or location at one time. This activity may affect the location surrounding the area prior to, during or after the event."

(Event Management: Planning Guide for Event Managers in Victoria, 2002).

For the purpose of this policy, the definition of a wild or exotic animal is:

• Any non-domesticated animal.

## 4. Policy

Council will not allow circuses or events to be hosted or perform on Council owned or managed land where that circus or event includes caged or restrained wild/exotic animals.

This policy will be implemented via advising circuses of the policy and advising applicants at the time of a booking enquiry that the policy prevents the use of Council owned or managed land from hosting circuses and events with caged or restrained wild/exotic animals.

## 5. References

RSPCA campaign on circus animals.

Author's Title: Coordinator Development Compliance General Manager: Ransce Salan

& Local Laws

Department:Planning & DevelopmentFile No:F17/73Division:Environment & DevelopmentTrim No:IC17/1069

Appendix:

1. Footpath Trading Policy SCS-011 (D17/118684)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 –

Section 80C:

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

Reason: Nil Reason: Nil

#### **Purpose**

The purpose of this report is to consider the Footpath Trading Policy SCS-011.

#### **Summary**

Footpath trading has been permitted at Surf Coast Shire for many years. Traders require a local law permit to have access to and use of Council owned or managed land for the purposes of trading. The policy that is relevant to footpath trading sets rules and regulations to ensure that any use is controlled and functional. The use of Council land across the municipality in this way provides for a vibrant atmosphere and safe spaces for our community to socialise and attend these areas for trade.

The policy is due for renewal. This report will recommend that no substantial issues have been identified warranting amendment to the current policy only a minor change to the referral document is required

#### Recommendation

That Council:

- 1. Adopt the Footpath Trading Policy SCS-011.
- 2. Review the Policy by October 2020.

#### Report

## Background

Footpath trading has been an ongoing permitted use across the Municipality for many years. Footpath trading allows the use of Council owned or managed land for the purposes of commercial trading for uses such as alfresco dining and merchandise trading. The use of Council land is obtained by applying for a local law permit. If granted, Council charge a fee set each year as part of Council's annual fees and charges process which is worked out on a per square meter basis. The use of the land is controlled under the provisions of footpath trading procedures and allows safe and continued pedestrian access to these areas by the public. Each trader is required to have public indemnity insurance and maintain their trading space according to the permit.

The current policy is now expiring and a review has been undertaken. The current use of Council land has been effective, well used and maintained by traders and the community. It is essential that a policy remains in place that assists Council Officers to process new permit applications and audit ongoing approved permits. It also guides the commercial operators as to Council's expectations and behaviours to effectively manage Council owned and managed land. There are many benefits for our community and business owners in renewing the policy.

#### Discussion

The review undertaken was required as the current policy is expiring. The review has identified that the policy is currently adequate. The use of Council land is well controlled with rules and regulations that aim at making areas safe and usable. The ongoing use is important to traders and this report recommends the policy be adopted and endorsed noting only minor changes to the Council fees and charges structure.

## Financial Implications

Footpath trading allows commercial business to pay a fee to use Council land for additional trading space. The ongoing use of Council land is economically viable for businesses and provides for the safe use of the land in an equitable and fair manner.

#### Council Plan

Theme 4 Vibrant Economy

Objective 4.1 Support the creation and retention of jobs in existing and new businesses to meet the needs

of a growing community

Strategy 4.1.1 Support and build capability of businesses and business / tourism groups

## Policy/Legal Implications

Council's Local Law Number 1 Section 6.4 and Part 8 – Division 1 – Permits, Fees and Delegations.

#### Officer Direct or Indirect Interest

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

## Risk Assessment

The risks associated with the use of Council owned land are controlled by this policy and procedure. The use of Council land must be used in accordance with the Local Law, policy and procedure and the user must have indemnity insurance.

#### Social Considerations

The use of Council land for our community is an essential factor for health and wellbeing across the municipality. Using the land for alfresco dining and merchandise sales and purchases promotes a safe and vibrant community.

## Community Engagement

The policy has been reviewed without community consultation and it is recommended the policy be extended.

#### **Environmental Implications**

No environmental implications have been identified during the policy review. It is noted that any use that impacts the environment from an amenity, noise or odour can be revoked at any time pursuant to the local law.

#### Communication

The updated policy will be communicated throughout the organisation in addition to being available on Council's website.

## **Options**

Option 1 – This option is to adopt this policy to ensure Council's continues to manage the use of Council land for footpath trading.

This option is recommended by officers as the policy framework associated with footpath trading works well and governs the use of land for the benefit of local businesses and our community.

Option 2 – This option is to not adopt this policy and consider discontinuing approved footpath trading.

This option is not recommended by officers as this would prevent traders using Council land for trading and would restrict economic benefits for businesses' and Council and benefits to the community in terms of reduced ability to attend trading areas and cafés/restaurants.

#### Conclusion

There are no proposed changes to the Footpath trading Policy SCS-011. It was been effective during the past adopted period. The recommendation is to extend the policy until October 2019.

## APPENDIX 1 FOOTPATH TRADING POLICY SCS-011

## **COUNCIL POLICY**



|                              | Policy No:          | SCS-011                 |
|------------------------------|---------------------|-------------------------|
| Footpath Trading             | Adopted by Council: | 24 October 2017         |
| 1 ootpatii madiiig           | Review Date:        | April 2020              |
|                              | Revision No:        |                         |
| Responsible Officer:         | Expiry Date:        | 30 October 2020         |
| Manager Community Relations. | Version No:         | 1                       |
| Authorised Officer:          | (                   | Chief Executive Officer |
|                              |                     |                         |

#### Purpose

This policy aims to ensure that footpaths in the Surf Coast Shire provide everyone with clear, safe and unobstructed access at all times, in accordance with Council's statutory responsibilities.

#### Scope

This policy will regulate the placement and use of any street furniture, signs and displays, along with the activities of any traders on Council. This policy authorises the Footpath Trading Procedures to provide the conditions upon which the regulation of footpath trading activities and the issuing of footpath trading permits within the Shire is based.

#### Application

This policy and procedure applies to Council staff, contractors and any business operator/trader who proposes to use Council's footpaths.

#### 4. Definitions

Not Applicable

#### Policy

The Surf Coast Shire Council has the responsibility to provide a safe environment for people who move through the Shire. Council also has legal responsibility for the regulation of trading activities in public places. The approval of footpath trading allows businesses to extend part of their trading operations onto a portion of public footpath land.

Council believes however, that footpaths are primarily provided for pedestrian access rather than trading. A key responsibility for Council, under duty of care and Disability Discrimination Act access legislation, requires that a clear path be provided allowing all people to move along footpaths in a safe manner.

## 5.1 Guiding Principles - Footpath Trading

The essential key to an effective pedestrian system throughout shopping precincts is:

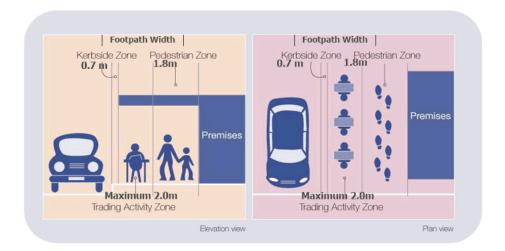
5.1.1 The development and maintenance of a continuous accessible path of travel that is consistent, safe and unobstructed for everyone using the Surf Coast Shire's footpaths.

The footpath environment will;

- 5.1.1.1 extend out from the property line to provide a consistent footpath environment
- 5.1.1.2 require any street furniture, signs, trader's activities or displays to be located in the designated trading zone, and
- 5.1.1.3 recognise the needs of all of the community, including people who have a disability
- 5.1.2 Council believes that footpath trading is a privilege, not a right and that there needs to be clear policy and guidelines to ensure statutory and community responsibilities are upheld.
- 5.1.3 Council supports the long term viability and sustainability of retail strips and recognises that footpath activity must make a positive contribution to the urban character and amenity of the area and surrounding residential areas.

#### 5.2 Footpath Zones

Council has based approval for footpath trading on the width of footpaths.



#### 5.2.1 Permanent fixtures affecting footpath zones.

Public Assets such as bike racks, seats, bins, pedestrian crossings, fire hydrants and other emergency assets, parking meters, traffic signal boxes, public transport shelters and other permanent fixtures placed on the footpath have priority over commercial interests and will only be relocated at the request of traders under exceptional circumstances.

#### 5.3 Outdoor Dining

5.3.1 The Surf Coast Shire Footpath Trading Procedures identify all conditions under which outdoor dining may be conducted by traders registered under the *Food Act 1984* to serve food and / or beverages.

#### 5.4 Ancillary Items, Goods, Signs and Activities on the Footpath

- 5.4.1 Ancillary items such as umbrellas, barriers, heaters, outdoor speakers/amplification equipment and pot plants are permitted for use in footpath trading, as per the conditions set out in the Surf Coast Shire Footpath Trading Procedures.
- 5.4.2 Goods may be placed on display for sale on a footpath, as per the conditions set out in the Surf Coast Shire Footpath Procedures.
- 5.4.3 Signs may be displayed for advertising as per the conditions set out in the Surf Coast Shire Footpath Trading Guidelines and any other Policies, Guidelines or Statutory requirements.
- 5.4.4 All items which are placed on the footpath must be stable, of good design and not able to damage the footpath.
  - 5.4.4.1 Items are not permitted to be fixed to or holes drilled into the footpath without prior application, inspection and approval by an Authorised Officer.
  - 5.4.4.2 The permit holder will be responsible for reimbursing Council for any reinstatement works as a result of damage to footpaths caused by chairs / tables, ancillary items, etc.

#### 5.5 Administration

The Surf Coast Shire Footpath Trading Procedures outlines all conditions and requirements for the application for and approval of a permit allowing footpath trading.

#### 5.5.1 Fees

Footpath trading permit fees may vary from year to year, as determined by Council resolution and details are available upon request from the Surf Coast Shire website, Customer Service or Regulatory Services Departments.

#### 5.5.2 Decision Making & Authority

Authorised Officers derive their authority for the purposes of this policy from the Surf Coast Shire Community Amenity Local Law No. 1 of 2008.

Local conditions will influence the approval of a permit. An Authorised Officer cannot permit activity where it would compromise pedestrian, cyclist or vehicle traffic safety or cause detriment to the amenity of the area.

## 5.5.3 Review of Policy

The Surf Coast Shire Council will review this policy from time to time as required and reserves the right to make any alterations it deems necessary.

#### 6. Records

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

| Record            | Retention/Disposal<br>Responsibility | Retention Period | Location         |
|-------------------|--------------------------------------|------------------|------------------|
| Application forms | Local Laws department                | Ongoing          | Trim file F17/73 |

## 7. Attachments

Not applicable.

#### References

Disability Discrimination Act 1992

Surf Coast Shire MPP-010 Footpath Trading Procedures

Surf Coast Shire Tourism, Directional & Commercial Signage Policy & Guidelines

Surf Coast Shire Community Amenity Local Law No. 1 of 2011

Surf Coast Shire Annual Budget - Appendix D - Schedule of Fees and Charges.

## 5.5 Rabbit Management Policy SCS-029

Author's Title:Coordinator EnvironmentGeneral Manager:Ransce SalanDepartment:Environment & Community SafetyFile No:F12/801Division:Environment & DevelopmentTrim No:IC17/1092

Appendix:

1. Rabbit Management Policy SCS-029 (D17/118503)

2. Online Survey Report - Rabbit Management Policy Review (D17/105690)

| Officer Direct or Indirect            | Conflict of Interest: | Status:         |   |
|---------------------------------------|-----------------------|-----------------|---|
| In accordance with Local Section 80C: | Government Act 1989 – |                 | ified confidential in accordance with nt Act 1989 – Section 77(2)(c): |
| Yes Reason: Nil                       | ⊠ No                  | Yes Reason: Nil | ⊠ No  |

#### **Purpose**

The purpose of this report is to update Council on the review of Council's adopted Rabbit Management Policy SCS-029.

#### **Summary**

On 13 September 2016, Council adopted a Rabbit Management Policy (the Policy) to be trialled for 12 months, with implementation of the Policy to be reviewed in consultation with key stakeholders and a report provided to Council. The report was to include any reported deaths of non-target species that could be associated with Council's rabbit management program.

The Policy was developed in response to a petition submitted to Council in January 2016 requesting that Council improve its rabbit control in the Thompson and Freshwater Creek areas. On 23 February 2016, Council resolved to develop a Rabbit Management Policy in collaboration with Landcare groups and the community. The Policy was developed with expert rabbit management advice, various meetings with community groups and state agencies and two independently facilitated rabbit management workshops hosted by Council in May and August 2016.

Key stakeholders expressed a clear preference for a short online survey to capture feedback on Council's initial implementation of the Policy. A survey was developed, emailed to approximately 40 stakeholders and completed by 22 people. The survey results are positive and show that the 12 month trial of the Policy has been successful, with 86% satisfied with Council's rabbit management and 86% observing improvement in Council's rabbit management since the Policy was adopted. There is however still room for program improvement, particularly in relation to best practice management and efficient, effective and results oriented asset protection.

The Policy is next due for review in September 2019, or earlier 'if warranted by changes in best practice rabbit management'. Stakeholders have expressed interest in a workshop as part of this review to facilitate discussion between stakeholders about shared rabbit management issues.

## Recommendation

That Council:

- 1. Note the results of the review of the Rabbit Management Policy SCS-029 and work undertaken to date in response to feedback received from the community.
- 2. Note that no changes are needed to the Rabbit Management Policy SCS-029.
- 3. Receive a report reviewing the Policy again in two years or earlier if warranted by changes in best practice rabbit management.

#### Report

## Background

Under the Victorian Catchment and Land Protection Act 1994 all land holders, including councils, have a legal duty to prevent the spread of, and as far as possible eradicate, rabbits from the land they own or manage. For Council, this includes approximately 1,500 km of rural roadsides.

At the 28 January 2016 meeting Council received a petition to improve rabbit control in the Thompson and Freshwater Creek areas. On 23 February 2016, Council resolved to develop a Rabbit Management Policy in collaboration with Landcare groups and the community. The Policy was developed with expert rabbit management advice, various meetings with community groups and state agencies and two independently facilitated rabbit management workshops hosted by Council in May and August 2016.

The Policy was adopted by Council on 13 September 2016 to be trialled for 12 months. Implementation of the Policy was to be reviewed in consultation with key stakeholders and a report provided to Council by October 2017.

#### Discussion

## <u>Implementation – Rabbit Management</u>

In 2016/17 Council delivered its largest rabbit management program ever in the history of the Shire, working in consultation with community groups, land holders and government agencies. The works program included release of the K5 calicivirus biological control at two sites and development of six new Rabbit Management Plans for 'hotspot' sites in consultation with key stakeholders and independent expert advice.

Council officers have developed strong relationships and effective partnerships with key stakeholders and generally received very positive feedback on Council's ambitious works program. Council officers did, however, underestimate the amount of work involved in the K5 rollout and in engagement, development and implementation of Rabbit Management Plans with key stakeholders. There were some delays in scheduling works at hotspot sites and some communication issues with Pettavel Road works.

Approximately \$30,000 was set aside for baiting in 2016/17 but on the advice of independent expert Tim Bloomfield, baiting was either not required or not appropriate for key sites. Baiting is the agreed knockdown approach for Mt Moriac and Freshwater Creek Recreation Reserves and Pettavel Road. In light of recent Agriculture Victoria regulatory action against the City of Greater Geelong for 'off label' baiting, risk matrices have been developed for baiting at Mt Moriac and Freshwater Creek and Agriculture Victoria approval obtained for this approach.

Cultural heritage continues to be a significant constraint on warren removal options for Council and other land managers. The Chair of the Wathaurung acknowledged these issues at a site visit with Council officers and other stakeholders on 9 May 2017 but agreed solutions have still to be finalised with the Wathaurung. A further meeting has been requested by the Wathaurung and Landcare representatives to showcase warren removal options.

## Policy Review - Online Survey

Approximately 40 stakeholders were invited to provide feedback on Council's performance implementing the Policy, including the key Landcare groups, participants at Council's two rabbit workshops and stakeholders involved in Rabbit Management Plan development in 2016/17. A total of 22 people completed the survey. The full survey report is available at Appendix 2.

Key results from the survey are very positive but there is still room for program improvement. Specifically:

- The large majority (86%) are satisfied with Council's current rabbit management (31% very satisfied, 54% somewhat satisfied).
- The large majority (86%) have observed improvement in Council's rabbit management since the Policy was adopted 45% have observed a 'marked' improvement.
- In terms of implementing the Policy's stated principles, for the 60% or so who had a view, Council is doing very well on strategic partnerships but could improve on best practice management and efficient, effective and results oriented asset protection.
- A majority believe that Council is doing an excellent or good job on coordinating rabbit control works with community & neighbours (59%) and communicating with key stakeholders (59%) but many (33%) were neutral or unsure on their response.

- The overwhelming majority (94%) support the development of management plans for rabbit hotspot sites and most (54%) are somewhat or very satisfied with the outcome note a quarter of respondents were not however, involved in the development of a plan.
- In terms of what is working well with rabbit management in the Shire, communication and community involvement are consistently highlighted.
- In terms of what is not working well with rabbit management in the Shire, a range of matters are identified. Baiting remains a divisive issue, with some respondents wanting more baiting and others concerned at over-reliance on baiting and response driven by vocal interests versus best practice.
- The optional concluding remarks are all positive bar one. Council is congratulated on the progress it has made, is acknowledged for the 'significant improvement' and 'demonstrated determination to achieve effective on ground rabbit control', 'we have come a long way' and it is 'great to see a Council so forthcoming with rabbit control'.

#### Financial Implications

Council's rabbit management work is funded primarily through an annual operational pest plant and animal management budget of approximately \$220,000. The cost of rabbit management work for 2016/17 was approximately \$80,000 – roughly double the annual spend in recent years. Key works covered included \$32,000 for rabbit harbour removal, \$17,000 for destruction of rabbit warrens, \$9,000 for rabbit proof fencing and \$3,000 in support to Landcare groups, including event sponsorship and mail outs.

Council received \$5,300 state funding for roadside rabbit fumigation as part of the Roadside Weed and Rabbit Control Plan grant (approximately \$23,000 annually).

#### Council Plan

Theme 3 Balancing Growth

Objective 3.1 Retain and enhance rural land for appropriate and sustainable uses Strategy 3.1.3 Effectively manage pests, plants and animals on Council land

Theme 3 Balancing Growth

Objective 3.1 Retain and enhance rural land for appropriate and sustainable uses

Strategy 3.1.2 Develop partnerships to better manage interfaces between public and private land

## Policy/Legal Implications

The European rabbits is declared under the Victorian *Catchment and Land Protection Act 1994* (CaLP Act) as an 'established pest animal', which means it is already established in the wild in Victoria and is unlikely to be eradicated. Under the CaLP Act, all land owners (including Council) have a legal duty to prevent the spread of, and as far as possible eradicate, established pest animals. Council also has additional legal responsibilities under the CaLP Act regarding pest plant and animal management on municipal rural roadsides.

Delivery of integrated best practice management in partnership with the community and land management agencies also supports delivery of Council's Towards Environmental Leadership Program and Council's purpose and organisational direction.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

There is public health and environmental risks associated with using poison baits in public areas and these can be managed to some extent. Risk matrices have been developed for baiting at two Council reserves and Agriculture Victoria approval obtained for this approach. There are also risks to agriculture and the environment, and reputational risks for Council, if rabbits are not adequately controlled on Council owned and managed land.

#### Social Considerations

Rabbit control requires a coordinated approach between land owners at a landscape level to be effective. To achieve this outcome, Council has worked with in partnership with relevant community groups, land holders and land management agencies to develop Rabbit Management Plans for six rabbit 'hotspot' sites in the Shire. Council also coordinates an annual mail-out to land owners providing information about community baiting programs and Council's rabbit management works.

## Community Engagement

The Rabbit Management Policy SCS-029 was developed with input from various meetings with community groups and state agencies, expert advice and two independently facilitated rabbit management workshops. The scope of review of the Policy was determined in consultation with key stakeholders, including Landcare groups, who expressed a clear preference for an online survey. Approximately 40 stakeholders were invited to provide feedback on Council's implementation of the Policy and 22 people completed the survey.

## **Environmental Implications**

Rabbits cause significant damage to the natural environment as well as to agricultural production. Rabbits, along with foxes and cats at large, are considered to be Australia's most serious vertebrate pests and severely impact native flora and fauna, vegetation communities, landforms, geomorphic processes and sensitive sites, as well as primary industries. Rabbit control by baiting can cause both direct and indirect harm to native animals, so any use of baiting needs to be managed carefully. Council officers didn't observe or receive any reports about deaths of non-target species from Council rabbit control in 2016/17.

#### Communication

The results of the online survey and Council's decision on the review of the Rabbit Management Policy will be communicated by email to the same list of stakeholders invited to undertake the survey. This group includes key Landcare groups, participants at the two rabbit management workshops and stakeholders involved in development of Rabbit Management Plans with Council in 2016/17. Council officers will also advise survey participants that they are considering all comments provided and participants are welcome to discuss comments further with us.

#### **Options**

## Option 1 - Cancel or withdraw the Rabbit Management Policy SCS-029

This option is not recommended by officers as based on the feedback received to date the majority of stakeholders are satisfied with Council's current rabbit management and have observed improvement in Council's rabbit management since the Policy was adopted. No deaths of non-target species have been observed by or reported to Council officers from Council's rabbit management work in 2016/17.

#### Option 2 - Significantly amend the Rabbit Management Policy SCS-029

This option is not recommended by officers as stakeholder feedback doesn't warrant changes to the Policy and the Policy has only been in force for 12 months. Stakeholders requested a simple, high level review of the Policy at this time with a more detailed review of the Policy and rabbit management in the Shire to follow in two to three years. Amendments to the Policy can be considered as part of this more extensive review.

## Option 3 - Confirm and Adopt the Rabbit Management Policy SCS-029

This option is recommended by officers as the trial of the Policy has been successful. The majority of stakeholders are satisfied with Council's current rabbit management and have observed improvement since the Policy was adopted, with 45% of online survey participants observing a 'marked' improvement. No deaths of non-target species have been observed by or reported to Council officers from Council's rabbit management in 2016/17.

While there is room for ongoing program improvement regarding best practice management and efficient, effective and results oriented asset protection, Council is performing well on strategic partnerships, communication and community involvement. Survey participants congratulated Council on the progress eing made, acknowledged the 'significant improvement' and commended Council for being 'so forthcoming with rabbit control'.

#### Conclusion

The 12 month trial of the Rabbit Management Policy SCS-029 has been successful. The online survey results confirm that the majority of stakeholders are satisfied with Council's current rabbit management and have observed improvement since the Policy was adopted. It is recommended that Council note the results of the review of the Policy, including the online survey report, confirm the adoption of the Policy and receive a report reviewing the Policy again in two years, or earlier if warranted by changes in best practice rabbit management.

## APPENDIX 1 RABBIT MANAGEMENT POLICY SCS-029

## COUNCIL POLICY



| Rabbit Management                            | Document No:      | SCS - 029              |
|--|-------------------|------------------------|
|  | Approval Date:    | 13 September 2016      |
|  | Approved By:      | Council                |
|  | Review Date:      | September 2017         |
| Responsible Officer: Environment Coordinator | TRIM Reference #: | D16/75381              |
| Authorising Officer:                         | С                 | hief Executive Officer |

#### 1. Purpose

To outline Council's commitment and approach to best practice rabbit management in Surf Coast Shire, in partnership with the community and land management agencies.

#### 2. Scope

This policy applies to:

- a) rabbit management works undertaken by Council or at Council's direction on Council owned and managed land, including rural roadsides, recreation reserves and nature reserves; and
- b) how Council interacts with the community to achieve best practice rabbit management across the Surf Coast Shire.

#### 3. Application

This policy applies to Council, its employees and all contracted service providers.

#### 4. Rationale

Council has committed in the Council Plan 2013 – 2017 to improve pest plant and animal management as a priority and has allocated significant additional budget to support this commitment. Council is responding to environmental opportunities with its Towards Environmental Leadership program, which focuses on sustainability themes including land use and wildlife.

Rabbits cause considerable damage to the natural environment and agriculture by competing with livestock for pasture, grazing of crops and native vegetation and causing soil erosion. Rabbits are well adapted to climatic conditions in much of Australia and occur in all states and territories. Rabbits, along with foxes and cats at large, are considered to be Australia's most serious vertebrate pests and severely affect native flora and fauna, vegetation communities, landforms, geomorphic processes and sensitive sites, as well as primary industries. This situation continues despite the availability and application of chemical and physical control methods, and the release of the biological control agents myxomatosis and rabbit haemorrhagic disease. Competition and land degradation by feral rabbits are listed as a key threatening process under the federal *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) and pose a threat to a large number of native species.

The European rabbit is declared under the Victorian *Catchment and Land Protection Act* 1994 (CaLP Act) as an 'established pest animal', which means that it is already established in the wild in Victoria and is unlikely to be eradicated. Under the CaLP Act, all land owners (including council) have a legal duty to prevent the spread of, and as far as possible eradicate, established pest animals. Coordination of rabbit management activities across the landscape between the community and other land managers is absolutely critical for effective, long term rabbit control. Council also has additional legal responsibilities under the CaLP Act regarding pest plant and animal management on municipal rural roadsides.

From time to time, the release of a new biological control measure (like the K5 strain of the calici virus) provides the opportunity to increase land holder and land manager return on investment in rabbit management, especially through a coordinated, best practice approach.

This policy has been developed directly from the results of two rabbit management workshops hosted by Council (24 May and 1 August 2016) with representatives from local Landcare groups, community groups, the Department of Economic Development, Jobs, Transport and Resources and the Corangamite Catchment Management Authority (see Workshop Reports - Attachments 1 & 2.) The policy also reflects legal advice received by Council regarding the use of poison baits on Council owned and managed land.

#### 5. Definitions

- · Baiting laying of poisoned oats or carrots
- Best practice rabbit management the use of a variety of recognised techniques, in a coordinated manner, and implemented at the landscape scale which reflect humane treatment and limit impact on non-target species
- Fumigation introduction of toxic fumes into a warren where it is inhaled by rabbits
- Implosion targeted use of explosives to destroy/collapse rabbit warrens in areas inaccessible to or inappropriate for ripping
- Pindone an anticoagulant causing fatal haemorrhages. Antidote is Vitamin K1
- Rabbit refers to feral or wild populations of European rabbits (Orytolagus cuniculus), a declared 'established pest animal' under the Catchment and Land Protection Act 1994.
- Rabbit harbour shelter above-ground, usually prickly woody species, rock piles or logs
- · Ripping destruction of warrens using machinery
- · Warren a collection of burrows
- 1080 Fast acting poison compound Sodium fluoroacetate.

#### 6. Council Purpose and Direction

This Policy is consistent with Council's purpose to 'help our community and environment to thrive' and helps deliver on one of Council's organisational directions 'to be an innovative and flexible leader and a constructive partner'. Strategic partnerships with the community, community groups, land management agencies and land holders are integral to the successful delivery of this Policy.

#### 7. Policy

Council's policy is to:

- · meet its legal obligations regarding rabbit management;
- use best practice rabbit management on Council owned and managed land;
- help our community to achieve best practice rabbit management on land that is not Council owned or managed; and
- develop and maintain partnerships with the community and land management agencies.

Council also supports the development of a community led rabbit management plan for the Shire which reflects the following community vision and community aspirational goal, developed at two rabbit management workshops hosted by Council with representatives from local Landcare and community groups, relevant state government departments and the Corangamite Catchment Management Authority:

- Community Vision
  - The Surf Coast Shire community leads the way in integrated best practice rabbit management.
- Community Aspirational Goal
   To reduce rabbits to less than one active burrow per hectare at a timeline that can be defended by the land manager.

#### 8. Guiding Principles

The following principles, which have been developed with input from the two community rabbit management workshops, are adopted by Council in the management of rabbits in Surf Coast Shire:

- <u>Community led</u> recognise the inherent strength of the community. The primary role of local
  government is to assist people to achieve their goals, while recognising this must not be at the
  expense of the broader community. Sometimes this involves Council leading, other times standing
  alongside or removing unnecessary barriers;
- <u>Long-term commitment and continuous improvement</u> successful rabbit management requires an
  ongoing commitment and regular monitoring and evaluation of program effectiveness;

- <u>Strategic partnerships</u> coordination of control works with the community, community groups, land management agencies and land holders is essential to effective 'no boundaries' rabbit management;
- Best practice management with a focus on harm minimisation use a variety of recognised techniques, in a coordinated manner, implemented at the landscape scale which reflect humane treatment & limit impact on non-target species;
- Efficient, effective, results oriented asset protection target efforts where the best results can be
  achieved and defended to protect key environmental, economic and social assets.

#### 9. Management Approach

The most efficient and effective way to control pest animals, including rabbits, is by using a variety of techniques, in a coordinated fashion in partnership with the community and land management agencies, and implemented at the landscape scale. To the extent possible, Council will deliver its rabbit management activities in accordance with all the guiding principles listed above.

To achieve the most effective results, Council will, subject to site specific constraints, a site risk assessment and the baiting requirements noted below, deliver its rabbit management with reference to Agriculture Victoria's recommended approach:

- · Allow biological control and natural mortality to reduce the rabbit population;
- Bait to reduce numbers prior to ripping;
- Remove surface harbour (above ground shelter) and destroy warrens;
- Follow up with fumigation and further warren destruction; and
- · Be persistent, remain vigilant and monitor regularly

#### **Control Techniques**

#### Baiting

There are two approved poisons for baiting rabbits – Pindone and 1080. If conducting baiting on Council owned or managed land, Council will generally use Pindone because an antidote, Vitamin K, is available. The poison 1080 will generally not be used on Council owned or managed land that is open to the public, as no antidote is available

Baiting will only be used on Council owned and managed land in accordance with verbatim legal advice received by Council from Russell Kennedy lawyers in April 2016, namely:

- Council is legally able to use poison baits for the control and eradication of pest animals on land owned and/or managed by Council, where it is considered to be an appropriate pest control measure in the circumstances;
- A uniform approach of widespread poison baiting across the municipality should not be adopted. Any
  baiting undertaken should be location specific and conducted only after a risk assessment for the
  location has been undertaken by a qualified expert or contractor to determine whether or not poison
  baiting is suitable at the particular location;
- Any use of poison baits must be in accordance with the product label, any standard operating
  procedures and in accordance with best practice methods;
- All reasonable precautions to prevent the bait being ingested by non-target species must be taken;
- Baiting should always be undertaken by a suitably qualified and experienced pest control operator.

#### Above-Ground/Surface Harbour Removal

Removal of above-ground harbour destroys surface shelter for rabbits, facilitates and increases the effectiveness of warren removal and deters recolonization of warrens. Harbour used by rabbits may, however, also be important habitat for native wildlife and/or significant native vegetation.

In assessing harbour removal, Council will consider the benefits for rabbit management against the risk to native wildlife and vegetation, especially in conservation areas. Where removal, destruction or lopping of native vegetation is required for harbour removal, Council will consult with relevant adjoining land holders and remove the vegetation in accordance with the exemption for pest animal burrows under the Surf Coast Shire planning scheme. This approach minimises the amount of native vegetation removed and avoids the need for a planning permit, the development of a native vegetation offset management plan and purchase of offsets by Council. Where appropriate, Council may, in consultation with the Department of Environment,

Land, Water & Planning, apply for a planning permit to remove native vegetation beyond the scope of the exemption for pest animal burrows.

#### Warren Removal

Warren removal is integral to successful rabbit management and is achieved by ripping or use of explosives (implosion).

Council will conduct warren removal using equipment appropriate to the local conditions. Implosion or excavation may be used to destroy warrens in areas that are inaccessible to ripping or where ripping is undesirable due to risk of soil erosion, cultural heritage issues and/or sensitive native vegetation.

#### Fumigation

Fumigation is best used as a follow up technique to poisoning and warren ripping, but may also be effective where ripping cannot be done, in situations where poisons cannot be used and when treating small areas or isolated rabbit populations.

Council will use fumigation on sites where the site risk assessment indicates baiting is inappropriate, the site constraints preclude ripping or implosion, the rabbit population is isolated or low in number and/or the site is small in area. Fumigation will only be undertaken on Council owned and managed land by suitably qualified and experienced pest control operators.

#### Other Management Options

In addition to the rabbit management options of biological control, Pindone baiting, warren and surface harbour removal and fumigation, Council may also consider, where appropriate, the following management control options on Council owned or managed land:

- Exclusion fencing
- Shooting
- Ferreting

#### 10. Rabbit Hotspots

Council will help develop and maintain a prioritised list of rabbit 'hotspots' in the Shire, in partnership with the community, Landcare groups and land management agencies. The list will be developed using agreed criteria

For rabbit hotspots located on Council owned or managed land, hotspots will be assessed according to the agreed criteria and prioritised. A site management plan will be developed for each prioritised site by Council officers in partnership with relevant community groups and land management agencies. Independent expert advice will be obtained where appropriate for the site. Development of site management plans will be staged according to available resources.

The plans will be reviewed annually in partnership with relevant community groups and land management agencies until rabbit numbers reach acceptable levels. Independent assessment of the effectiveness of particular plans may be sought where appropriate.

#### 11. Policy Review

This Policy will be trialled for a period of 12 months after adoption by Council. The implementation of the Policy will be reviewed in consultation with key stakeholders and a report provided to Council. The report will record reported deaths of non-target species that could be associated with Council's rabbit management program. Council will take steps to understand if any the deaths of any non-target species were caused by its rabbit management program.

This Policy will be reviewed in three years or earlier if warranted by changes in best practice rabbit management.

#### 12. Records

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

| Record | Retention/Disposal<br>Responsibility | Retention Period | Location   |
|--------|--------------------------------------|------------------|------------|
| Policy | PROS 0701 13.1.1                     | Permanent        | Electronic |

#### 13. Attachments

- Workshop Report Surf Coast Shire Council Rabbit Management Policy Workshop 24 May 2016
- Workshop Report Surf Coast Shire Council Rabbit Management Policy & Hotspots Workshop 1 August 2016

#### 14. References

- PestSmart Standard Operating Procedures (www.pestsmart.org.au)
- RAB004: Ground baiting of rabbits with pindone;
- RAB005: Diffusion fumigation of rabbit warrens
- RAB006: Rabbit warren destruction by ripping
- RAB007: Rabbit warren destruction using explosives
- Biology, ecology and management of vertebrate pests in NSW, NSW Government: Department of Primary Industries 2013
- Threat Abatement Plan for competition and land degradation by rabbits (Department of Environment, Water, Heritage & the Arts 2008)
- Background document for the threat abatement plan for competition and land degradation by rabbits (Department of Environment, Water, Heritage & the Arts 2008)

#### Surf Coast Shire Council documents

- Surf Coast Shire Council Plan 2013 2017
- Pest Plant & Animal Strategy 2016 (under development)

## External Documents

- www.agriculture.vic.gov.au
- Victorian Rabbit Management Collaboration Initiative (2014), Invasive Animals CRC

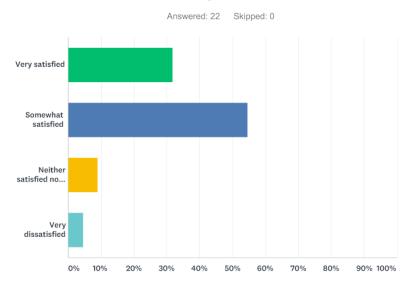
## Attachments

- Workshop Report Surf Coast Shire Council Rabbit Management Policy Workshop 24 May 2016
- Workshop Report Surf Coast Shire Council Rabbit Management Policy & Hotspots Workshop 1 August 2016

## APPENDIX 2 ONLINE SURVEY REPORT - RABBIT MANAGEMENT POLICY REVIEW

Rabbit Management Policy Review - Surf Coast Shire Council

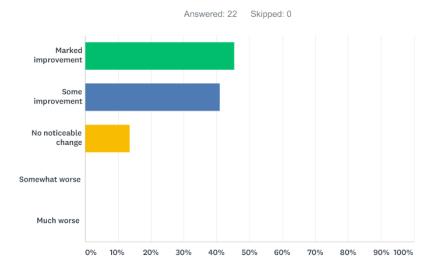
## Q1 Overall, how satisfied are you with Council's current rabbit management?



| ANSWER CHOICES                     | RESPONSES |    |
|------------------------------------|-----------|----|
| Very satisfied                     | 31.82%    | 7  |
| Somewhat satisfied                 | 54.55%    | 12 |
| Neither satisfied nor dissatisfied | 9.09%     | 2  |
| Very dissatisfied                  | 4.55%     | 1  |
| TOTAL                              |           | 22 |

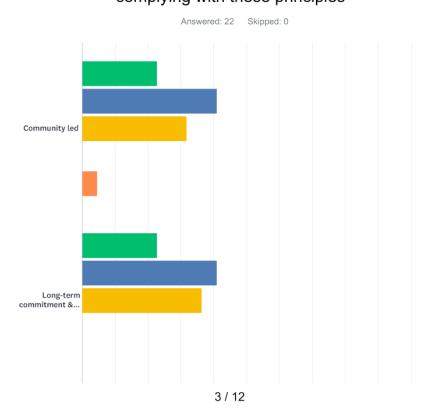
Rabbit Management Policy Review - Surf Coast Shire Council

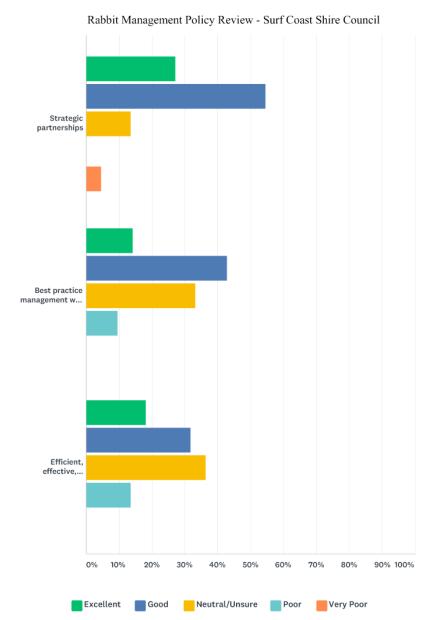
# Q2 Thinking about Council's performance on rabbit management in previous years, have you observed any improvement in Council's rabbit management since the Rabbit Management Policy was adopted?



| ANSWER CHOICES       | RESPONSES |    |
|----------------------|-----------|----|
| Marked improvement   | 45.45%    | 10 |
| Some improvement     | 40.91%    | 9  |
| No noticeable change | 13.64%    | 3  |
| Somewhat worse       | 0.00%     | 0  |
| Much worse           | 0.00%     | 0  |
| TOTAL                |           | 22 |

Q3 Under the Rabbit Management Policy, Council has adopted the following guiding principles: Community led – recognise the inherent strength of the community. Sometimes this involves Council leading, other times standing alongside or removing unnecessary barriers; Longterm commitment and continuous improvement – successful rabbit management requires an ongoing commitment and regular monitoring and evaluation of program effectiveness; Strategic partnerships – coordination of control works with the community, community groups, land management agencies and land holders is essential to effective 'no boundaries' rabbit management; Best practice management with a focus on harm minimisation – use a variety of recognised techniques, in a coordinated manner, implemented at the landscape scale which reflect humane treatment and limit impact on non-target species; and Efficient, effective, results oriented asset protection – target efforts where the best results can be achieved and defended to protect key environmental, economic and social assets. Please rate Council's performance on complying with these principles

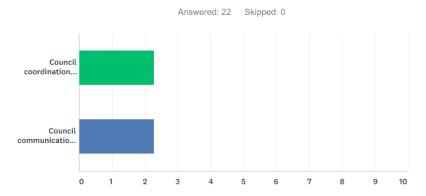




|   | EXCELLENT   | GOOD         | NEUTRAL/UNSURE | POOR  | VERY<br>POOR | TOTAL |
|---|-------------|--------------|----------------|-------|--------------|-------|
| Community led                                 | 22.73%<br>5 | 40.91%<br>9  | 31.82%<br>7    | 0.00% | 4.55%<br>1   | 22    |
| Long-term commitment & continuous improvement | 22.73%<br>5 | 40.91%<br>9  | 36.36%<br>8    | 0.00% | 0.00%        | 22    |
| Strategic partnerships                        | 27.27%<br>6 | 54.55%<br>12 | 13.64%<br>3    | 0.00% | 4.55%<br>1   | 22    |

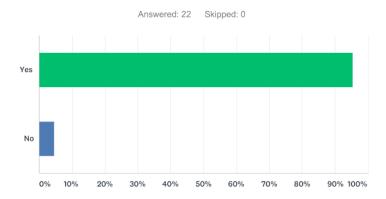
| Best practice management with a focus on harm minimisation | 14.29%<br>3 | 42.86%<br>9 | 33.33%<br>7 | 9.52%<br>2  | 0.00%      | 21 |
|--|-------------|-------------|-------------|-------------|------------|----|
| Efficient, effective, results oriented asset protection    | 18.18%<br>4 | 31.82%<br>7 | 36.36%<br>8 | 13.64%<br>3 | 0.00%<br>0 | 22 |

# Q4 Good communication and effective works coordination with stakeholders are essential for successful rabbit management. Please rate our performance on each of these aspects



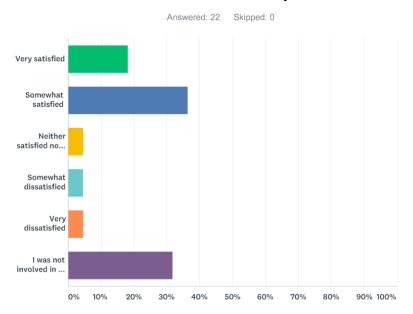
|  | EXCELLENT   | GOOD        | NEUTRAL/UNSURE | POOR       | VERY<br>POOR | TOTAL | WEIGHTED<br>AVERAGE |
|--|-------------|-------------|----------------|------------|--------------|-------|---------------------|
| Council coordination of rabbit control works with community groups and neighbouring land holders | 27.27%<br>6 | 31.82%<br>7 | 31.82%<br>7    | 4.55%<br>1 | 4.55%<br>1   | 22    | 2.27                |
| Council communication with key stakeholders  | 27.27%<br>6 | 31.82%<br>7 | 31.82%<br>7    | 4.55%<br>1 | 4.55%<br>1   | 22    | 2.27                |

Q5 4. Under the Policy, a prioritised list of rabbit 'hotspots' has been developed in partnership with stakeholders. For rabbit hotspots on Council owned or managed land, the Policy requires that a management plan be developed for each prioritised site by Council in partnership with relevant community groups and land management agencies. Six management plans have been developed in 2017 with key stakeholders and independent expert advice (Mt Moriac Recreation Reserve, Freshwater Creek Recreation Reserve, Loutitt Bay Road south/Woodland Road, Pettavel Road Reserve, Dickins Road, Modewarre Recreation Reserve). All hotspot sites are on Council owned or managed land.Do you support the development of management plans for rabbit hotspot sites?



| ANSWER CHOICES | RESPONSES |    |
|----------------|-----------|----|
| Yes            | 95.45%    | 21 |
| No             | 4.55%     | 1  |
| TOTAL          |           | 22 |

# Q6 If you were involved in the development of a rabbit management plan with Council in 2017, how satisfied were you with the outcome?



| ANSWER CHOICES   | RESPONSES |    |
|--|-----------|----|
| Very satisfied   | 18.18%    | 4  |
| Somewhat satisfied   | 36.36%    | 8  |
| Neither satisfied nor dissatisfied                         | 4.55%     | 1  |
| Somewhat dissatisfied                                      | 4.55%     | 1  |
| Very dissatisfied  | 4.55%     | 1  |
| I was not involved in the development of a management plan | 31.82%    | 7  |
| TOTAL  |           | 22 |

# Q7 What is currently working well with rabbit management in the Shire?

Answered: 18 Skipped: 4

| #  | RESPONSES  | DATE               |
|----|--|--------------------|
| 1  | The Shire is showing enthusiasm in rabbit control  | 9/8/2017 9:04 AM   |
| 2  | Communication and community involvement. Building capacity of community to encourage ownership and resolution for rabbit management                  | 9/4/2017 9:01 AM   |
| 3  | partnerships   | 9/4/2017 7:32 AM   |
| 4  | Efforts to create and maintain community involvement in decision making and goal setting has been well done by council.                              | 9/1/2017 10:55 PM  |
| 5  | Increased awareness of the problem. High level of community involvement, increased investment from Both the private and public sector,               | 9/1/2017 6:45 PM   |
| 6  | Focus on adaptive management and using a suite of control techniques   | 9/1/2017 3:42 PM   |
| 7  | Consultation with community groups   | 9/1/2017 3:37 PM   |
| 8  | The council has done well to engage with landholders, identify hot spots and target work to the impact that rabbits are having on native vegetation. | 9/1/2017 3:12 PM   |
| 9  | Ripping/fumigating at hotspots. Community advice.  | 8/28/2017 3:01 PM  |
| 10 | Acceptance of a shared responsibilty. Preparedness to discuss issues with residents  | 8/28/2017 2:07 PM  |
| 11 | Continuous baiting, clearing of harbor for rabbits essential   | 8/25/2017 12:32 PM |
| 12 | The support of the shire in disseminating information re baiting and management options  | 8/24/2017 2:04 PM  |
| 13 | SCS Officers are committed to community engagement and the management plan   | 8/24/2017 12:56 PM |
| 14 | Further engaging with landholders is reducing some angst   | 8/24/2017 9:02 AM  |
| 15 | Warren destruction, installing rabbit-proof fencing. No baiting.   | 8/23/2017 6:42 PM  |
| 16 | Community led focus groups, using all techniques and in particular baiting and exclusion fencing to contain numbers at low levels.                   | 8/23/2017 5:35 PM  |
| 17 | open communication and information sharing, including consultant's advice and contacts   | 8/23/2017 3:38 PM  |
| 18 | Nothing has yet been done  | 8/23/2017 3:02 PM  |
|    |  |                    |

# Q8 What is not working well with rabbit management in the Shire and what could be improved?

Answered: 18 Skipped: 4

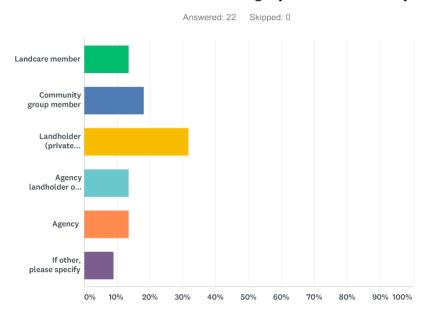
| #  | RESPONSES  | DATE               |
|----|--|--------------------|
| 1  | The involvement with the K5 virus was a great waste of enthusiasm,money ,and time. When experts told us that only about half the population would be killed, the Shire should have refused to be involved in such an obvious farce. It is also a waste to try to reduce rabbit numbers when warrens can't be destroyed because of Indigenous or other policy restrictions. Nearly all current ways of killing rabbits are inhumane, and have been nearly useless. Resources should be re directed to finding humane control methods, such as humane fumigants. The current control strategy should be officially declared a farce ,as rabbit numbers have never been significantly reduced by it at all, and any unbiased ecologist, or person with common sense, could have predicted that! | 9/8/2017 9:04 AM   |
| 2  | I am not aware of any rabbit management plans in the Winchelsea area. Significant rabbit populations on public land are in the Wurdee Boluc reservoir reserve and along the Barwon River in Winchelsea.  | 9/7/2017 7:43 PM   |
| 3  | Over reliance on baiting as the key tool rather than a pre cursor to other management activities   | 9/4/2017 9:01 AM   |
| 4  | not sure   | 9/4/2017 7:32 AM   |
| 5  | Overt management by fear created and sustained by government agencies especially in the advice they provide to private and public land managers on the application of best practice rabbit management.   | 9/1/2017 10:55 PM  |
| 6  | Co-ordination and communication still needs work. Investigating solutions to perceived or real problems could be pursued more vigorously. There is always a solution to a challenge starting the search for it is sometimes the biggest hurdle.  | 9/1/2017 6:45 PM   |
| 7  | monitoring and continuous improvement  | 9/1/2017 3:42 PM   |
| 8  | The advice of "experts" is being followed but not always advice and ideas from the community directly effected by rabbits. i.e. eradication methods and number of rabbits reported.  | 9/1/2017 3:37 PM   |
| 9  | Some landholders perceive the impact of rabbits to be greater than what they may be in reality. Council needs to make sure that there are good objective measure to justify works and not get caught out being guided by the loudest voice.  | 9/1/2017 3:12 PM   |
| 10 | Baiting could be improved  | 8/28/2017 3:01 PM  |
| 11 | Continue baiting and clearing of warrens?  | 8/25/2017 12:32 PM |
| 12 | Smaller cluster groups need to be formed and managed   | 8/24/2017 2:04 PM  |
| 13 | not sure   | 8/24/2017 12:56 PM |
| 14 | Hard to move away from communities desire Vs best practice, still having to things such as baiting to meet expectations of community when there are other longer term measures available   | 8/24/2017 9:02 AM  |
| 15 | Overly dominated by small subsections of the community (squeaky wheels) instead of long-term equitable strategic planning. Suspect vested interests pushing baiting without regard for off-target impacts.   | 8/23/2017 6:42 PM  |
| 16 | The communication and willing cooperation from the Shire is poor. There is still major resistance from the shire to cooperation with community led programs. Reliance on just one contractor to perform rabbit control works has led to significant delays in control works, Rabbits don't stop breeding just because a contractor is unavailable.   | 8/23/2017 5:35 PM  |
| 17 | conflicting advice at times with differing stakeholders  | 8/23/2017 3:38 PM  |
| 18 | Time frames to implement things are far to long  | 8/23/2017 3:02 PM  |

# Q9 Do you have any additional comments you'd like to make?

Answered: 14 Skipped: 8

| #  | RESPONSES   | DATE               |
|----|---|--------------------|
| 1  | No  | 9/8/2017 9:04 AM   |
| 2  | no  | 9/4/2017 7:32 AM   |
| 3  | A significant improvement in the understanding of the principles of best practice rabbit management and a demonstrated determination to achieve effective on ground rabbit management to benefit native species and agriculture while dealing with numerous and varied competing interests.   | 9/1/2017 10:55 PM  |
| 4  | I congratulate the shire on the progress it has made and encourage a consolidation of the good work that has been started   | 9/1/2017 6:45 PM   |
| 5  | no  | 9/1/2017 3:42 PM   |
| 6  | I think we have come a long way from where we started and with ongoing support from both council and community the problem with rabbits will be reduced drastically.  | 9/1/2017 3:37 PM   |
| 7  | no  | 9/1/2017 3:12 PM   |
| 8  | It is great to see a Council so forthcoming with rabbit control   | 8/28/2017 3:01 PM  |
| 9  | Appreciate personal contact from Leanne , for my thoughts etc. Also discussion re Echidnas and kangaroos in my property.  | 8/25/2017 12:32 PM |
| 10 | no  | 8/24/2017 12:56 PM |
| 11 | Continue to use best practice to drive outcomes rather than community opinion   | 8/24/2017 9:02 AM  |
| 12 | Information in hotspot management plans has been deliberately manipulated and misused to cover short comings in council approaches, such as stating the decision not to bait was relayed to the community. That information was given well after the community baiting program had been completed, so the local community had no input into that decision and no opportunity to adjust there own programs accordingly. Council reliance on independent advice only is just another example of the unwillingness to genuinely engage with the community. | 8/23/2017 5:35 PM  |
| 13 | I have appreciate the open and transparent communication of Kate and Leanne. Their knowledge and ability to share information assists with our rabbit baiting program immensely.  | 8/23/2017 3:38 PM  |
|    |   |                    |

# Q10 Please select which category best describes you



| ANSWER CHOICES                    | RESPONSES |    |
|-----------------------------------|-----------|----|
| Landcare member                   | 13.64%    | 3  |
| Community group member            | 18.18%    | 4  |
| Landholder (private property)     | 31.82%    | 7  |
| Agency landholder or land manager | 13.64%    | 3  |
| Agency                            | 13.64%    | 3  |
| If other, please specify          | 9.09%     | 2  |
| TOTAL                             |           | 22 |

| 1 | Pest & Landscape rehabilitation consultant                   | 9/1/2017 10:55 PM                      |
|---|--|--|
| 1 | Pest & Landscape rehabilitation consultant  Cemetery manager | 9/1/2017 10:55 PM<br>8/23/2017 3:38 PM |
| # | IF OTHER, PLEASE SPECIFY                                     | DATE                                   |

Author's Title: Manager Economic Development & General Manager: Ransce Salan

**Tourism** 

Department:Economic Development & TourismFile No:F17/575Division:Environment & DevelopmentTrim No:IC17/1211

Appendix:

1. Sustainable Agribusiness Strategy for the G21 Region 2017 - 2022 (D17/89181)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 –

Section 80C:

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

Reason: Nil Reason: Nil

#### **Purpose**

The purpose of this report is for Council to receive and endorse the Sustainable Agribusiness Strategy for the G21 Region 2017-2022.

#### **Summary**

City of Greater Geelong with significant input through both a Project Control Group and key stakeholders, including Surf Coast Shire has developed a Sustainable Agribusiness Strategy for the G21 Region 2017-2022.

The Strategy has identified that the G21 Region has the opportunity to grow the current agribusiness industry profile and employment via five key priorities being:

- <u>Priority 1:</u> Grow our Markets Work together to grow our existing markets and initiate entry into new markets.
- <u>Priority 2:</u> Develop our people and their businesses *Build our people's capacity to add value to their industry and their region.*
- <u>Priority 3:</u> Encourage innovation and collaboration *Create an environment that encourages innovation and collaboration across the supply chain to improve productivity and attract investment.*
- <u>Priority 4:</u> Build enabling infrastructure Cooperate and advocate at the regional level to ensure appropriate infrastructure investment to facilitate industry growth.
- Priority 5: Implement the strategy.

Significant consultation was undertaken across the region to inform the Strategy, which included Surf Coast businesses and Council input. Twenty four submissions were received to the draft Strategy following the public consultation period (including a submission by Surf Coast Shire) and updates to the strategy have been incorporated into the strategy as agreed by the Project Control Group.

The Council Plan contains a requirement to undertake an agribusiness strategy and therefore the Sustainable Agribusiness Strategy for the G21 Region 2017-2022 is recommended for endorsement.

#### Recommendation

That Council:

- 1. Receive and endorse the Sustainable Agribusiness Strategy for the G21 Region 2017-2022.
- 2. Receive a report in late 2018 providing an update on the progress of the implementation of the Strategy.

#### Report

#### Background

The Sustainable Agribusiness Strategy for the G21 Region has been developed to identify opportunities to support and grow the agribusiness industry. The development of the strategy has been led by the City of Greater Geelong with significant input through both a Project Control Group and key stakeholders, including Surf Coast Shire.

A draft was presented to Surf Coast Shire Council at the 25 July 2017 Ordinary Council Meeting which was received and noted. Following this, a submission from Surf Coast Shire was provided to City of Greater Geelong to assist in the preparation of a final document.

In developing the Strategy, a series of targeted workshops were carried out to inform and develop the Strategy. Key stakeholders were grouped according to location and business type. Participants in workshops are listed in Appendix 1 of the Strategy and included a number of Surf Coast businesses.

The draft strategy was made available for public consultation and twenty four submissions were received. This feedback was then incorporated into the Strategy as agreed by the PCG.

On 2 August 2017, the City of Greater Geelong resolved to:

- 1. Endorse the Sustainable Agribusiness Strategy (2017-2022) for the G21 Region.
- 2. Proceed immediately with strategies 19 and 20 and the related actions.

#### Discussion

The Surf Coast Hinterland has been identified as a key area for growth of agribusiness. A number of actions in the Council Plan 2017–2021 identify the need to create an agribusiness strategy.

The Sustainable Agribusiness Strategy for the G21 Region 2017-2022 has been developed by the City of Greater Geelong to identify opportunities for growth within the agribusiness sector, many of which directly relate to objective of Surf Coast Shire.

The Strategy highlights agribusiness as a \$1billon dollar industry employing 8,600 people across the G21 Region. While Surf Coast's agribusiness sector is comparatively small (in the main due to a lack of processing facilities) when compared to other G21 areas such as Geelong and Colac, it plays an increasingly important role in the overall economy.

The Strategy has identified that the G21 Region has the opportunity to grow the current agribusiness industry profile and employment and is intended to compliment a number of existing local government strategies, state government food and fibre plan, and current agribusiness initiatives already in place in the agribusiness sector in the G21 Region.

The Strategy has five key priorities listed below. Each priority is supported by a number of goals and actions:

- <u>Priority 1:</u> Grow our Markets Work together to grow our existing markets and initiate entry into new markets.
- <u>Priority 2:</u> Develop our people and their businesses *Build our people's capacity to add value to their industry and their region.*
- <u>Priority 3:</u> Encourage innovation and collaboration *Create an environment that encourages innovation and collaboration across the supply chain to improve productivity and attract investment.*
- <u>Priority 4:</u> Build enabling infrastructure Cooperate and advocate at the regional level to ensure appropriate infrastructure investment to facilitate industry growth.
- Priority 5: Implement the strategy.

Strategies 19 & 20 have been identified by the initial Project Steering Committee for immediate action. They relate to priority 5 and aim to ensure the efficient and transparent implementation of the Strategy by:

- "Defining and allocating responsibilities for the implementation of the strategy"
- "Monitoring and evaluating the impact of the Strategy on the growth and development of the G21 agribusiness industry".

An implementation framework is to be set up by the Project Steering Committee prior to December 2017.

Council will continue to be represented on the Steering Committee for the development and prioritisation of actions in the implementation framework.

The Sustainable Agribusiness Strategy for the G21 Region 2017-2022 has been used to inform the development of the Issues & Opportunity paper for the Hinterland Futures Strategy being undertaken by Surf Coast Shire.

#### Financial Implications

There are a number of actions within the Strategy which either directly relate to Surf Coast Shire or involve Surf Coast working collaboratively with other organisations. Some of these actions require a financial contribution. In this regard, some items (such as the Hinterland Futures project) already have budget allocations. Items which require a potential financial contribution will be requested or identified via budget processes.

#### Council Plan

Theme 4 Vibrant Economy

Objective 4.4 Support key industry sectors such as surfing, tourism, home-based, construction and rural

businesses

Strategy 4.4.4 Develop and implement an agribusiness strategy.

#### Policy/Legal Implications

There are no policy or legal implications in this report.

#### Officer Direct or Indirect Interest

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

#### Risk Assessment

There are no inherent risks within the Sustainable Agribusiness Strategy for the G21 Region 2017-2022. A risk would be to 'do nothing' with the Strategy as this would not meet the expectations of the stakeholders involved in developing the Strategy.

#### Social Considerations

Implementation of the Strategy will include working with various hinterland groups including land owners, businesses and trader groups. These various stakeholders will be consulted with on an as needs basis.

#### Community Engagement

Consultation, including a series of workshops, was undertaken to inform, develop and test the Sustainable Agribusiness Strategy for the G21 Region with business, peak bodies, key stakeholders and government agencies.

A Project Control Group (PCG) was also formed to oversee the development of the strategy.

Targeted workshops were completed to test and seek feedback to the Sustainable Agribusiness Strategy for the G21 Region. These workshops include:

- Geelong processors Geelong Manufacturing Council
- Colac processors Colac Otway Shire
- Otway Harvest Trail Colac Otway Shire
- G21: Council Strategic Planning Officers City of Greater Geelong
- Small businesses G21 Agribusiness Forum
- Small businesses Surf Coast Shire
- Intensive sector Golden Plains Shire
- Project Control Group City of Greater Geelong
- Farmers City of Greater Geelong and Victorian Farmers Federation

(Note: organisations in italics are the hosts/organisers of the targeted workshops).

Twenty four submissions were received to the draft strategy following the public consultation period and updates to the strategy have been incorporated into the strategy as agreed by the PCG.

#### **Environmental Implications**

The Strategy recognises the importance of the environment in a number of actions.

#### Communication

A Project Steering Committee has been set up and will actively work to monitor the advancement of the Strategy to ensure its timely implementation. The Project Steering Group will be advised of the outcome of Council's decision.

#### **Options**

#### Option 1 – Do nothing

This option is not recommended by officers as the Council Plan has a requirement to complete an agribusiness strategy

Option 2 – To receive and note the Sustainable Agribusiness Strategy for the G21 Region 2017-2022 This option is not recommended by officers. While the Strategy development was led by City of Greater Geelong, it has received significant contribution from Surf Coast Shire and G21 and meets the requirements of the Council Plan to develop an agribusiness strategy.

Option 3 – To receive and endorse the Sustainable Agribusiness Strategy for the G21 Region 2017-2022 This option is recommended by officers, as it provides a stronger level of support toward the Strategy and its implementation and meets the need of the requirement in the Council Plan to complete an agribusiness strategy.

#### Conclusion

The Sustainable Agribusiness Strategy for the G21 Region has been developed to identify opportunities to support and grow the agribusiness industry. The Council Plan 2017 – 2021 contains an action to develop an agribusiness strategy. The Strategy is recommended for endorsement by Council in line with Option 3.

# APPENDIX 1 SUSTAINABLE AGRIBUSINESS STRATEGY FOR THE G21 REGION 2017 - 2022







28 July 2017

# FINAL Sustainable Agribusiness Strategy for the G21 Region 2017 - 2022









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# 1 Why agribusiness?

#### 1.1 A proud history

The G21 Region has a proud history in agribusiness. The wool stores on the Geelong waterfront are a reminder of Geelong's pre-eminent role in a previous era when Australia "rode on the sheep's back". The fact that these buildings now house a modern and internationally recognised university is evidence of the profound changes that have occurred in our regional economy since that time.

Like Geelong and its waterfront, agribusiness in our region has changed enormously since the wool stores were active. The region now boasts a huge diversity of production; including grain, beef, lamb, wool, dairy, chicken, pork, viticulture, floriculture and other horticultural products; and a thriving transport and logistics sector, food processing sector, farm inputs sector, agritourism sector, and research, education and service sector. These "post farm-gate" sectors not only service the regional agricultural production sector, but also the agricultural production sector of a large part of south eastern Australia.

The diversity of the industry and the breadth and depth of its sectors is one of its key strengths. A rapidly growing population and a large visitor economy means that our regional landscape is changing and so is our industry. These changes present a unique set of opportunities and challenges for the future, which we want to harness and utilise to facilitate growth of the industry.

#### 1.2 Facilitating growth

The purpose of the strategy is to provide a framework that will guide both government and private sector investment decisions on how best to assist ongoing growth and development of the agribusiness sector.

Thus, the strategy is designed to facilitate growth. Growth in output, income, value-add, exports and local sales. A growing industry will add vitality to our region and provide new and exciting jobs for our community.

#### 1.3 What is agribusiness?

Agribusiness is more than just farming. Farming is one step in a supply chain that includes:

- The inputs into agriculture, such as agronomists, chemical suppliers, machinery companies and transport to name just a few.
- Primary production, or farming, including forestry, aquaculture and fisheries.
- Manufacturing activities that process the primary products, such as abattoirs, milk factories, wineries, food manufacturers and sawmills.
- Wholesaling the primary, or processed products, such as grain storage and export through the Port of Geelong.

Agribusiness is also a significant contributor to our **visitor economy**, with our rural landscapes, wineries, harvest trails, farmers' markets and small scale food producers contributing enormously to the attraction of the region to our large number of domestic and international visitors.

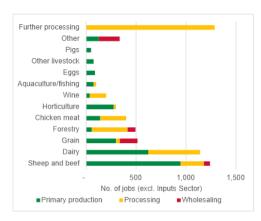
# 2 A significant industry in G21

# 2.1 A billion-dollar industry

Agribusiness in the G21 Region produces \$1,091 million of value-add and directly employs 8,600 people across the supply chain. \$753 million of this value-add and 5,800 of the jobs are generated beyond the farm-gate. Thus, agribusiness in the G21 region is dominated (approx. 70%) by businesses that support, process or wholesale farm production from both within the region and from right across south-eastern Australia. This does not include its contribution to the visitor economy and other service sectors, e.g. finance and insurance.

| Sector             | Value-add | Jobs  |
|--------------------|-----------|-------|
| Inputs             | \$326 M   | 2,400 |
| Farming            | \$338 M   | 2,800 |
| Processing         | \$371 M   | 2,900 |
| Wholesale          | \$56 M    | 500   |
| Total Agribusiness | \$1,091 M | 8,600 |
| % of G21 Region    | 8.4%      | 8.7%  |

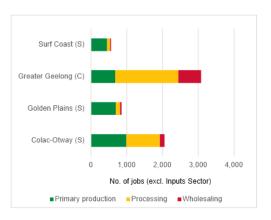
#### 2.2 A diverse industry



Agribusiness in the G21 Region is a diverse industry with jobs spread across a wide diversity of sectors. Further processing (e.g. bakery products, smallgoods), red meat (sheep and beef) and dairy account for most jobs (approx. 60%). The mix of employment between the primary production and processing functions varies by sector, with employment in the sheep and beef sector being mostly primary production, and employment within the forestry, chicken meat and wine sectors being mostly in the processing sector. The grains industry has a significant number of jobs in wholesaling (approx. 34%), reflecting a strong transport, storage and logistics function, especially around the Port.

#### 2.3 An urban based processing industry

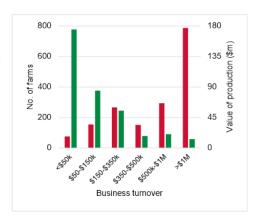
Agribusiness processing in the G21 Region is largely based in the urban areas of Geelong and Colac. Processing and wholesaling dominates (approx. 78%) agribusiness employment in the City of Greater Geelong, whilst the split between prefarm-gate (48%) and post farm-gate (52%) in Colac-Otway Shire is much more even. There is only a small amount of processing and wholesaling in Surf Coast and Golden Plains Shires and, as a result, the total number of jobs in agribusiness is far less, and dominated by primary production.



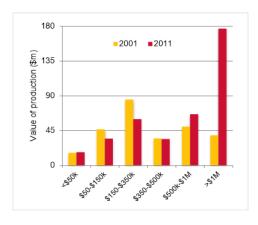
# 3 A diverse and changing landscape

#### 3.1 A wide divergence in farm scale

The farming landscape in the G21 Region has changed enormously and continues to change. There is a wide divergence in farm scale in the region. 48% of farms have an annual turnover of less than \$50,000 each and, between them, only produce 4% of the total value of our primary production. Conversely, 4% of farms have an annual turnover greater than \$1 million each, but produce 45% of all value. In the middle, between these two extremes, is 48% of farms, which produce 51% of the value. Thus, our landscape is dominated by small farms, but the economy of our farm sector is dominated by a small number of large farms.



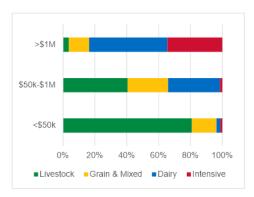
#### 3.2 The divergence is growing



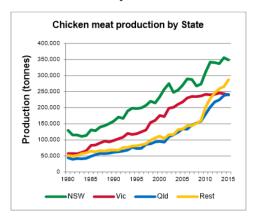
This divergence has grown and is expected to continue to grow in the future. The value of primary production generated by these large farms with over \$1 million of annual turnover grew more than fourfold in the decade between 2001 and 2011. At the other end of the scale, the number of small scale farms has grown over this time, particularly around Geelong, the Bellarine and in the hinterland of the Surf Coast, however their direct contribution to the value of primary production in the region has not changed. The contribution of our medium scale farms has declined by about 10%, from \$217 million to \$195 million, over that same period.

#### 3.3 Their enterprises differ too

The divergence in farm scale also applies to the enterprises they run too. Our small-scale farms are dominated (81%) by livestock (i.e. cattle and sheep), whilst our large-scale farms are dominated by dairy (49%) in the south-west of the region and intensive animals (35%) in the north-west of the region. There is a much more even spread of livestock (41%), grain & mixed (25%) and dairy (33%) farms amongst our medium-scale farms, which is more representative of our traditional view of agricultural production in our region.

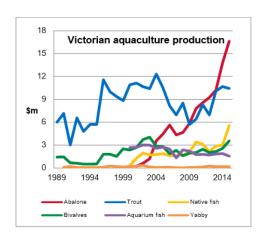


# 4 A few key trends



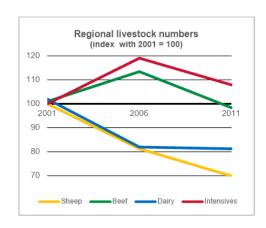
Chicken meat production is growing:

- National growth averages 4% p.a.
- Yet growth in Victoria has stalled since 2010
- Chicken meat production is one of our region's largest agribusiness sectors
- We need to support it, as it is significant element of the region's agribusiness industry



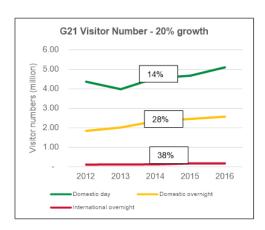
Victorian aquaculture production value by sector:

- Abalone dominates Victorian aquaculture and is the fastest growing aquaculture sector
- There is strong growth in native fish and bivalves also
- The G21 Region is well placed to take advantage of this growth



Our region's livestock industries have changed:

- The intensives (poultry and pork) have grown
- Sheep and dairy numbers have declined
- Beef numbers are stable at best
- More recent data (2015) on beef and sheep numbers for the Corangamite CMA region shows that these trends have continued



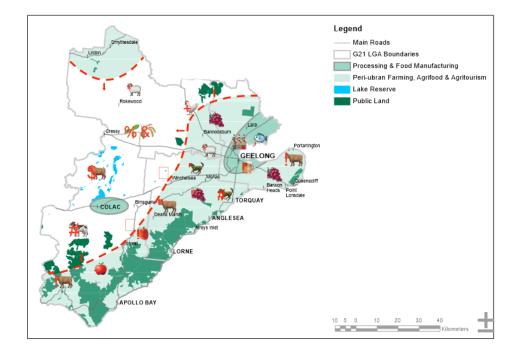
Visitor numbers to the G21 Region have grown:

- The region had 7.8 million visitors in 2016 an increase of 20% since 2012
- 5.1 M (65%) were domestic day visitors and
   2.6 M (33%) were domestic overnight visitors
- 2% of 176,000 were international visitors
- Our market is largely a domestic market, which is fertile ground for our food and wine.

# 5 Implications for the future

#### 5.1 What our industry looks like

- A \$1 billion industry that is significant to the G21 economy and its community.
- Dominated (approx. 70%) by businesses that support, process, or wholesale farm production from both within the region and from right across south-eastern Australia.
- A diverse industry with jobs spread across a range of sectors, but most jobs (approx. 60%) are in further (or secondary) processing (e.g. bakery products, smallgoods), red meat (sheep and beef) and dairy.
- Spread across the region, but most of the jobs are in the City of Greater Geelong and Colac-Otway Shire because that is where most of the processors and wholesalers are based.
- Responsible for managing a diverse and changing landscape where a large number of small farms
  dominate the landscape, but a small number of large farms dominate the economy of the farm sector.
- Witnessing continual growth in the divergence of farm size, which is driven by an increasing number of
  lifestyle farms at one end and the growth of the intensive animal industries at the other end.
- A thriving service sector, especially around the large number of small farms, which are service hungry.
- A key plank in the region's offer to visitors is through the combination of food, wine and related
  experiences it provides through local cafes, wineries, providores, and farm-gate experiences as well
  as the agricultural landscapes.



As a result of the changes occurring in our industry, the Bellarine Peninsula and the hinterland of the Surf Coast and Otway Ranges are predominantly occupied by lifestyle farms and small agrifood or agritourism businesses, whilst production agriculture is largely confined to a shrinking area in the west of the region. The processing and wholesaling sectors of agribusiness are largely located within the urban areas of Geelong and Colac.

#### 5.2 SWOT analysis

are service hungry

#### STRENGTHS WEAKNESSES The diversity of the industry and the depth and A perceived lack of collaboration across the breadth of its sectors industry, a common goal and a clear strategy · Cheap land and shedding for processors compared Cost of access to the Melbourne container port with Melbourne The ability of the existing housing supply to support · A skilled manufacturing workforce workforce growth in centres outside of Geelong, e.g. Colac . A large and diverse visitor economy (GOR and the Bellarine) with a large number of visitors The low yield from visitors Low value agriculture priced out of the water market · Water supply not constrained at present when water supply is constrained · A diverse and growing intensive animal industry The compliance cost of establishing intensive animal Diversity of land types and proximity of land to industry operations Lack of reputation as a significant wine and food · Growing local demand as the population grows region relative to other regions Access to high quality, internationally renowned Availability of capital for expansion and growth research and education providers, e.g. the Australian Animal Health Laboratory, Deakin Availability of workers for expansion and growth University and Marcus Oldham College. OPPORTUNITIES THREATS · Lack of collaboration leads to the loss of Development of industry networks and great use of industry clusters - collaboration opportunities and businesses Freight hub in Geelong to reduce the cost of access Loss of logistics and freight industry to Melbourne to the Melbourne Port The development of the new Melbourne Port at The development of the Bay West port and Avalon Hastings Retaining investment in the intensive animals' Leverage the Great Ocean Road and visitor industry economy and grow the visitor yield Loss of intensive animal producers and processors Expansion of our food trails and farm gate sales to other regions or States businesses Land use conflict in rural areas, i.e. residential or Pursue renewable, resilient and affordable energy lifestyle vs commercial farming, and urban areas, i.e residential encroachment on industrial areas systems Foster climate change resilience High energy costs and concerns about security of supply Use of recycled water from Black Rock and/or the Biosecurity Western Treatment Plant A collaborative approach with industry to facilitate further investment · Greater connectivity between "growers" and local businesses · Appropriate land use planning · Extend local supply chains Sizeable investment is occurring as abalone farms expand to meet growing Asian and domestic · Further growth and employment in the service sector, especially for small "lifestyle" farms, which

# 6 Strategic framework

#### 6.1 A focus on collaboration

The opportunities and challenges facing the region's agribusiness industry requires a strategic response that builds on our existing knowledge and focuses on providing a framework that will guide decision-making and facilitate the growth and development of the sector.

The strategy does not seek to replace or duplicate the strategies, programs or plans of individual businesses, industry, organisations or government agencies within the region and at a State and National level. It focusses on those issues and actions that are within the control and influence of the key stakeholders that have collaborated to prepare this strategy.

It also is recognised that individual businesses will have their own goals and priorities and that the farm sector has its own industry development programs (e.g. WestVic Dairy, Southern Farming Systems). However, this is an industry-wide strategy for the region. It does not cover everything, but it does seek to focus on those things of value to us all, where our priorities overlap and there is advantage to be gained from everybody contributing and collaborating to achieve our objective.

#### 6.2 Strategic priorities and goals

The strategy has five strategic priorities and goals. They are:

- 1. Grow our markets
  - Work together to grow our existing markets and initiate entry into new markets
- 2. Develop our people and their businesses
  - Build our people's capability to add value to their business, their industry and their region
- 3. Encourage innovation and collaboration
  - Create an environment that encourages innovation and collaboration across the supply chain to improve productivity and attract investment
- 4. Build enabling infrastructure
  - Co-operate and advocate at a regional level to ensure appropriate infrastructure investment to facilitate industry growth
- 5. Implement the strategy
  - To ensure the efficient, effective and transparent implementation of the Strategy

The fifth strategic priority is an enabling strategy. It responds to the overwhelming desire within the industry to see action. It recognises that there is more work to be done to ensure that the strategies and actions presented in the following pages are actually implemented and evaluated for their effectiveness. It should seek to leverage relevant strategies and programs at a regional, State and National level.

#### 6.3 Priority 1 – Grow our markets

**Goal:** Work together to grow our existing markets and initiate entry into new markets.

| We have one of the fastest growing markets within our region,     1. P  |   | Actions  |
|---|---|--|
| Geelong, The Bellarine and the Great Ocean Road also have very high levels of visitation, which provide an opportunity to expand our offerings to these visitors and promote our products to new markets, where these visitors come from.      Agribusiness is a key plank in the region's offer to visitors through the combination of food, wine and related experiences it provides through local cafes, wineries, providores, and farm-gate experiences, as well as the agricultural landscapes which underpin the physical experience our visitors enjoy.      Our processors, especially those that have significant sales within the region, also recognise the importance of growing. | educational and career opportunities, and the potential for further investment to the regional community, government and the private sector.  Promote the availability of quality local produce to the regional community.  Grow the reputation of our food and wine in domestic and international markets. | <ol> <li>Develop and maintain relevant collateral to promote the agribusiness industry in G21, including relevant case studies and the use of digital media.</li> <li>Promote the range of agribusiness investment opportunities within the region to Invest Victoria, other relevant government agencies and the broader private sector.</li> <li>Promote the presence of local producers, "food trails" and "farmers' markets" as a source of local fresh and quality produce.</li> <li>Collaborate with the Regional Tourism Organisations, Geelong Wine and the region's Food Trails to promote the accessibility and quality of our local food and wine.</li> <li>Investigate the opportunities and value of a collaborative export program for our producers.</li> <li>Support the development of appropriate group and/or destination branding, rather than whole-of-region branding.</li> <li>Leverage key regional and State events, e.g. AFL Country Game, to showcase and promote local food and wine.</li> </ol> |

# 6.4 Priority 2 – Develop our people and their businesses

Goal: Build our people's capability to add value to their business, their industry and their region.

| Issues   | Strategies   | Actions   |
|--|--|---|
| <ul> <li>Our industry is typified by large-scale processors and producers, and small-scale agrifood and agritourism ventures, whilst our landscape is increasingly managed by a large number of small-scale lifestyle farmers. They all need to develop their capabilities, but the capabilities they need differ.</li> <li>Our small-scale agrifood businesses often do not have the skills, capability or networks to develop their markets and businesses beyond their current "micro" level. Many come from different</li> </ul> | Promote training and development<br>for our business owners and land<br>managers.                            | Increase the capability of producers, processors and suppliers by facilitating access to relevant business and/or industry training programs.   |
|  | Promote responsible animal,<br>chemical and land management to<br>our increasing number of new<br>"farmers". | 5.1 Work with agricultural agencies and training providers to offer relevant animal management, sustainable land management and compliance training, including with biosecurity requirements.   |
| skilled or professional backgrounds and their "hobby" or passion has potential to grow into a "business". Thus, they are seeking support to develop their skills, capability and networks.   | Foster the workforce capability required by the agribusiness sector.   | Develop an industry workforce development plan.     Promote workforce opportunities.  |
| <ul> <li>A key area of need for these small-scale agrifood businesses is<br/>compliance with regulations that have been designed for larger<br/>businesses with the skills and capacity to comply more easily.</li> </ul>  | <ol> <li>Facilitate access to existing<br/>business development funding<br/>programs.</li> </ol>             | 7.1 Develop a virtual hub, including a database of<br>agribusinesses in the region, to provide access to<br>relevant industry information, including (but not limited to)<br>available funding, contacts, training programs, projects |
| <ul> <li>Many lifestyle farms choose to keep livestock on their farms for<br/>amenity, recreational and/or commercial reasons. When these<br/>operators do not have the required skills, experience or<br/>understanding to manage these livestock and the landscape in a<br/>way that is consistent with community standards (e.g. animal</li> </ul>  | Facilitate industry sustainability.  | <ul> <li>and events.</li> <li>8.1 Undertake actions to foster climate change resilience within our businesses.</li> <li>8.2 Identify and promote, renewable, resilient and affordable parameters for arribusiness.</li> </ul>         |
| health and welfare) and or industry practices (e.g. biosecurity),<br>there are threats to the wider agricultural community, small<br>agrifood businesses and our visitor economy.  |  | energy systems for agribusiness.  8.3 Acknowledge and promote agribusiness that are undertaking landscape restoration for agriculture,  |
| Our processors often report that getting new or additional<br>workers and/or developing their workforce can be challenging.  |  | aesthetics and ecological outcome.  |
| There is help available, e.g. the value of the Geelong Region<br>Investment Fund (GRIF) is recognised, but there is frustration<br>with the effort required to access other forms of grants.   |  |   |

#### 6.5 Priority 3 – Encourage innovation and collaboration

Goal: Create an environment that encourages innovation and collaboration across the supply chain to improve productivity and attract investment.

| Issues  | Strategies   | Actions  |
|---|--|--|
| <ul> <li>Our producers and processors recognise the importance of innovation to improve their productivity and competitiveness, but we need to further encourage their collaboration across the supply chain to strengthen our industry and attract investment.</li> <li>Our local producers established Southern Farming Systems twenty years ago to drive innovation in broad acre farming and the region has reaped the benefits of the improved productivity</li> </ul>   | Encourage innovation and entrepreneurial practices.                                  | <ul> <li>9.1 Support the G21 Agribusiness Forum's Innovation Roadmap project and examine ways to further support its implementation and facilitate adoption of its findings.</li> <li>9.2 Investigate options for improved collaboration between existing agribusiness groups via the leveraging of resources (both staff and infrastructure) and a formal network to support the implementation of the strategy.</li> </ul> |
| this collaborative effort has achieved.  The G21 Agribusiness Forum is currently undertaking a project (Innovation Roadmap) to identify specific agribusiness supply chains where collaborative innovation and entrepreneurial practices can generate growth in employment and income. It wishes to learn from these examples and develop a roadmap to facilitate broader adoption.  Furthermore, a significant level (~\$300M) of the inputs sourced by our food progressors are expressed from putpide of the roading | Promote the extension of local supply chains.  | <ul> <li>10.1 Investigate a suitable process for developing a greater understanding of the range of local producers and their products.</li> <li>10.2 Identify and promote opportunities for increasing the use of local providers of goods and services by regional agribusinesses.</li> <li>10.3 Foster business models that enable smaller producers to distribute their goods to markets beyond the region.</li> </ul>   |
| <ul> <li>by our food processors are sourced from outside of the region.</li> <li>Thus, an opportunity exists to replace some of these inputs from within the region, especially service related inputs.</li> <li>There is also an opportunity for greater collaboration amongst our processors (both large and small) to develop greater capability with respect to establishing export markets and</li> </ul>  | 11. Foster export development.   | In Identify opportunities within existing government and industry trade facilitation processes, which connect buyers and agents with export ready agribusinesses.      Support international delegations to showcase local produce and capability.   |
| <ul> <li>growing the reputation of the region in these markets.</li> <li>The intensive animal industries have been our fastest growing agribusiness sector in recent years. The continued growth of this sector is threatened by prohibitive compliance costs and ageing processing capacity, which needs to be replaced. Government and industry need to work together to resolve these complex and difficult issues to retain and grow this investment.</li> </ul>  | Foster collaboration between government and business to secure long-term investment. | 12.1 Promote private sector investment and government support for the development of competitive manufacturing facilities in the region.   |

#### 6.6 Priority 4 – Build enabling infrastructure

Goal: Co-operate and advocate at a regional level to ensure appropriate infrastructure investment to facilitate industry growth.

| Issues  | Strategies   | Actions  |
|---|--|--|
| REGULATION  We need to actively build a culture and environment that attracts and retains investment in agribusiness.  Agribusiness needs rural land to produce, and industrial land to process. It plays a vital role in managing our landscape and providing amenity value to our community and our visitors.  However, conflict can occur where competing land uses abut, or neighbours do not understand each other's needs. For example, the interaction of lifestyle farms with larger commercial farms can   | <ul><li>13. Mitigate land use conflict.</li><li>14. Streamline planning approvals.</li></ul> | <ul> <li>13.1 All Councils in the region need to do the relevant strategic and policy development work (similar to that done on the Bellarine Peninsula by COGG) to better manage the planning challenges associated with the changes to the State-wide farming zone.</li> <li>13.2 Support the development of the Surf Coast Shire's Hinterland Futures Strategy and seek to learn from its experience and apply these learnings to similar areas in neighbouring municipalities.</li> <li>14.1 COGG and Geelong Manufacturing Council collaborate to develop a mechanism that facilitates communication between</li> </ul>   |
| <ul> <li>Similarly, the encroachment of residential areas on traditional industrial areas can cause disputes over traffic, noise and odour, which can lead to restrictions of business operations.</li> <li>Businesses need efficient and timely planning and regulatory approval processes to reduce unnecessary delays and access to key infrastructure, such as ports, energy and water.</li> <li>Often the regulatory environment has evolved in response to one type of business development and/or community need, but has not changed at the same pace as business practices. This can result in regulation that has a "one size fits all" approach even though the needs and practices of different scale businesses may differ significantly.</li> <li>This approach can stifle innovation and impose prohibitive costs</li> </ul> | дриочиз.   | food manufacturers and planners that increase the understanding of each other's needs.  14.2 Promote the Victorian Government's Agribusiness Development Facilitation Model to help proponents understand and navigate the development approval process.  14.2 Investigate the efficacy of streamlining the number of local planning schedules in the planning scheme to simplify planning policies and processes.  14.3 Advocate to State Government to revise and update the industry codes of practice related to intensive animal production, including relevant biosecurity buffers.  14.4 Advocate to State Government to broaden the definition of farm-gate sales in the farming zone to facilitate the growth of small agrifood and agritourism businesses. |
| on businesses, especially small and medium size enterprises that have limited excess capacity and/or slim margins.  | 15. Streamline compliance requirements.  | Investigate opportunities to rationalise and simplify the environmental health compliance requirements of State and Local Government for food production and sales.  |

| Issues   | Strategies  | Actions  |
|--|---|--|
| <ul> <li>INFRASTRUCTURE</li> <li>The provision and management of livestock saleyards has long been a responsibility of local government, however a number of issues have been identified with the Geelong Saleyards including financial viability, sale throughput and OH&amp;S, which have led to its partial closure.</li> <li>COGG commissioned Mecardo to undertake a research project to gather information about the strategic priorities related to COGG continuing to offer a livestock selling facility and that report is now public.</li> <li>Our region has strategic advantages for processors, however access to the Port of Melbourne is problematic and costly. Short-term solutions using freight hubs and/or direct rail access are needed to reduce the cost of getting goods to market, whilst the long-term solution of developing a new port occurs.</li> <li>Access to the Port of Geelong is problematic for both large road transport and larger load shipping. This increases costs for exporters (refer to the Geelong Port-City 2050 Strategy).</li> <li>The Geelong Economic Futures Report identified the opportunity for a project based on securing high-value farming and food services through delivering low-cost and reliable water supplies.</li> </ul> | <ul> <li>16. Support the options of the Mecardo report into the trends and future of livestock sales in the region.</li> <li>17. Improve access to export and other markets.</li> </ul> | <ul> <li>16.1 Further pursue the options presented in the Mecardo report.</li> <li>16.2 Support a cross-regional process to develop a preferred outcome for small scale producers including a transition plan.</li> <li>17.1 Advocate for the development of Bay West as the location of the State's new container port.</li> <li>17.2 Advocate and assist the development of Avalon Airport as a port of entry for international tourists and a port of exit for international air freight.</li> <li>17.3 Investigate the feasibility of establishing a freight hub in the Geelong area to reduce the costs associated with accessing Melbourne's container port.</li> <li>17.4 Improve access to the Port of Geelong, including: <ul> <li>a) more direct road access to the Port;</li> <li>b) increase the number of approved routes for HPVs;</li> <li>c) deepening the shipping channels in Corio Bay to facilitate larger shipping loads.</li> </ul> </li> <li>17.5 Advocate for the timely completion of the Drysdale Bypass and the extension of the Geelong Ring Road to the Bellarine Highway.</li> </ul> |
| There are largely untapped resources of recycled water at Black Rock and Werribee, which could be utilised to expand our agribusiness industry. However, recycled water is expensive.  Our intensive livestock industries are a significant and growing sector of our industry. The nature of their business leads to the production of high volumes of effluent. This effluent can be valuable to other agricultural producers as fertilizer, however demand for this use can be highly variable. Therefore, the industry needs access to reliable, economic and acceptable alternative disposal options to ensure its continued growth.  | Encourage recycling of key resources to create value-added opportunities for the agribusiness industry.   | <ul> <li>18.1 Identify potential development sites and assess the initial feasibility of using recycled water for agribusiness.</li> <li>18.2 Investigate alternative disposal options for waste from intensive animal operations.</li> <li>18.3 Encourage re-use of water and effluent on farm.</li> <li>18.4 Investigate the feasibility of extending reticulated water to rural areas to facilitate growth of the agribusiness industry and climate change resilience.</li> </ul>   |

#### 6.7 Priority 5 – Implement the Strategy

Goal: To ensure the efficient, effective and transparent implementation of the Strategy

| Issues  | Strategies  | Actions  |
|---|---|--|
| <ul> <li>The diverse and complex nature of the agribusiness industry has led to the development of a Strategy that has many actions.</li> <li>The complex nature of some of the issues these actions seek to address requires a response from multiple government agencies with overlapping responsibilities.</li> <li>This Strategy also seeks to leverage many other strategies, which are under the control of other agencies or organisations, e.g. Regional Tourism Organisations, the Victorian Wine Industry Strategy, G21 infrastructure priorities, Council Economic Development Strategies, agricultural industry specific strategies.</li> <li>Therefore, effective implementation of this Strategy will be complex. It is critical that all involved collaborate to define and allocate responsibilities at the start, otherwise it will be too easy to "hand-ball" responsibility and nothing will happen.</li> <li>Similarly, there are many voluntary or membership-based agribusiness related organisations in the region, e.g. Agribusiness Forum, Food Trails, Geelong Wine, which each have part-time executive support.</li> <li>A centralised full-time position in industry or government is not necessarily a better solution, but the key stakeholders need to collaborate to define a model, which will ensure the best use of the available people to implement the Strategy</li> <li>Finally, ongoing support for the implementation of the Strategy will depend on what it achieves. Therefore, the impact of delivery must be regularly monitored and evaluated. This should include accessing and updating relevant data, which can also be used to develop relevant business cases in the future.</li> </ul> | <ul> <li>19. Define and allocate responsibilities for the implementation of the strategy.</li> <li>20. Monitor and evaluate the impact of the Strategy on the growth and development of the G21 agribusiness industry.</li> </ul> | <ul> <li>19.1 The Project Steering Committee convene a meeting of key stakeholders to determine an appropriate implementation framework that includes: <ul> <li>a) a group to oversight the implementation and evaluation of the Strategy;</li> <li>b) identify the available funds and people to implement the Strategy;</li> <li>c) an annual operating and communications plan, which identifies the lead agency for each action; and</li> <li>d) an appropriate evaluation framework.</li> </ul> </li> <li>20.1 Update the characteristics and trends of the G21 agribusiness industry when the relevant data is available from the 2016 ABS Census.</li> <li>20.2 Utilise the outcomes of other relevant strategies and projects (e.g. Innovation Roadmap Project, SCS Hinterland Futures Strategy) to update this Strategy and revise its actions.</li> <li>20.3 Develop an agreed assessment framework to measure and report on the impact of the Strategy on the growth and development of the G21 agribusiness industry.</li> </ul> |

#### 7 References

- Australian Bureau of Statistics Agricultural Census (2011)
- Australian Bureau of Statistics Census of Population and Housing (2011)
- Australian Bureau of Statistics Livestock Products (2015)
- Bellarine Peninsula Localised Planning Statement (2015)
- G21 Agriculture Environment Scan (2016)
- G21 Regional Growth Plan Implementation Plan (2013)
- G21 Regional Growth Plan (2013)
- Geelong Economic Futures (2017)
- Gippsland Food Plan (2013)
- Great South Coast Food & Fibre Strategy (2015 2020)
- Local Livestock Market Analysis Geelong Saleyards (2017)
- Master Plan for the Great Ocean Road Region Visitor Economy, 2015 2025 (2015)
- Mornington Peninsula Shire Agricultural Audit (2010)
- Mornington Peninsula Shire Local Food Strategy (2013)
- Northern Victoria Food Strategy (2014)
- REMPLAN Economic Model for the G21 Region
- Tourism Greater Geelong and The Bellarine Strategy (2017)
- Victorian Aquaculture Strategy, 2017 2022 (2017)
- Victorian Food and Fibre Sector Strategy (2016)
- Victorian Wine Industry Development Strategy (2017)
- Western Victorian Dairy Industry Strategic Plan, 2014 2019 (2014)

#### 8 Consultation list

Ahmed, Brian
 Egg producer

Ashton, Emma President Otway Harvest Trail

Austin, Scott Austin Wines and Chair of Geelong Wine

Baillie, Keith Surf Coast ShireBarrow, Mike Golden Plains Shire

Bell, Cr David Surf Coast Shire and Farmers' Market operator

Blackett, Corinne Drysdale Cheese

Bold, Peter Advanced Mussel Supply
 Bolitho, Felicity Golden Plains Shire
 Boyle, David G21 Agribusiness Forum

Brockett, Robin Scotchman's Hill

Brown, Graeme Mixed farmer and President of Bellarine VFF

Bryant, Lindsay Livestock producer

Bullen, Alan
 Poultry farmer and President of the VFF Chicken Meat Council

Carbines, Elaine
 Charles, Helena
 Clark, Ramon
 G21 Regional Alliance
 Golden Plains Shire
 Westside Meats

Coad, Russell Victorian Farmers Federation and Chair of the G21 Agribusiness Forum

Cochrane, Craig GrainCorp

Connell, Michael Southern Bay BrewingConroy, Fiona Livestock producer

Corless, Jason Bellarine Rural & Garden Centre

Cosgriff, Mick
 Golden Plains Shire

Currie, Phil Regional Development VictoriaDesborough, Ian G21 Agribusiness Forum

Dingle, Tom Nuchev

Duke, Cr Martin Surf Coast ShireFerguson, Lindsay WestVic Dairy

Foard, Kevin Geelong Manufacturing Council

Fyfe, Judy
Goldsworthy, Cr Clive
Goodman, Ray
Goonan, Dinny
Gugger, Geoff
Hamilton, Stewart
Healey, Adrian
Livestock producer
Surf Coast Shire
Livestock carrier
Dinny Goonan Wines
Livestock producer
Mixed farmer
Colac Otway Shire

Hearn, Leanne Agricultural teacher and lifestyle farmer

Hellsten, Tim City of Greater Geelong

Herni, Derek
 Sage Beef

Holder, Rosemary Lighthouse Olive Oil

Hood, Allan
 Bulla Foods

Horniblow, Chris Pennyroyal Farm & Otway Preserves

Hose, Karen Surf Coast ShireHumpage, Mandy Wes Eggs

Hurse, Jessica City of Greater GeelongJenner, Lenny Borough of Queenscliffe

Jongebloed, Terry Clyde Park Wines

Kelly, Ian Chair Geelong Saleyards Users Advisory Committee

Kelly, Mark
 Kemp, Tez
 Kerr, Richard
 Kerr Foods
 G21 Agribusiness Forum
 La Madre Bakery
 Farm Foods

Kos, Julie
 Kossie Free Range

Kuc, Simon Baie Wines

Lean, Christine Tuckerberry Hill Blueberries
Livingstone, Simon Marcus Oldham College

Loone, Simon
 Mackenzie, Rowan
 Malone, Claire
 Surf Coast Shire
 Colac Otway Shire

Mannix, Laurie Victorian Farmers Federation

Mantzaris, Steven
 Manzi, Henry
 Marchant, Alison
 Manzi, Garlic and berry producer

Marshall, Stewart Tall Tree Poultry

Mason, Jason
 Bellarine Smoked Fish Co

McDonald, Graeme Livestock producerMcDonald, Janet Livestock producer

McGregor, Cr Carol
 Surf Coast Shire and livestock producer

McKenzie, Melinda City of Greater Geelong

McKiterick, Cr Brian Surf Coast ShireMifsud, Michael Farmers Harvest

Moran, Jamie Londsdale Tomato Farm

Morgan, Peter Barwon Water

Mutsaers, Jeff Regional Development Victoria

Nash, Gordon Agriculture Victoria
 Newman, Nicole The Food Purveyor
 Nicholls, Rod Golden Plains Shire
 North, John Lifestyle farmer
 O'Brien, Peter Golden Plains Shire

O'Reilly, Sean Incitec Pivot

Peart, David Geelong Manufacturing Council

Peel, Ewen Mixed farmerPerryman, Trevor Malteurop

Potter, Cr Chris Colac Otway Shire

Price, Stewart Organic Dairy Farmers of Australia

Renyard, Simone Dairyfarmers and Chair of WestVic Dairy

Riches, Graeme
 Riordan, Jim
 Routley, Sam
 Colac Otway Shire
 Riordan Grains
 Routleys Bakery

Ryan, Anne-Maree Geelong Regional Local Learning and Employment Network

Ryan, Daniel Livestock producer
 Salan, Rance Surf Coast Shire
 Satkunarajah, Vigi Colac Otway Shire
 Sharkey, Eric Mixed farmer

Sharp, Lindsay
 Leura Park and Jack Rabbit

Shay, Anthony
 Shelton, Vicki
 Smith, Cr Chris
 Livestock producer
 City of Greater Geelong
 Colac Otway Shire

Smith, Dale Australian Lamb Company

Smith, Gareth
 Street, Wayne
 Taylor, Matt
 Thierry, David
 Colac Otway Shire
 Geelong Food Cluster
 Surf Coast Shire
 Geelong Citrus Packers

Trethowan, Adam Adelia Fine Foods
Trethowan, Amelia Adelia Fine Foods
Tsoumanis, Kon Barwon Foods
Turner, Chris Turi Foods
Van Oirschot, Megan Freckleberry
Vicary, Shane AKD Softwoods

Walker, Dr Jude Geelong Regional Local Learning and Employment Network

Waller, Tim Golden Plains Shire
 Warrener, Garry Colac Otway Shire
 Wellington, Cr Heather Surf Coast Shire
 Whinney, Paul Livestock producer
 White, Dennis White Fisheries

Wilding, Anna Wildings Pantry Essentials

Wilkinson, Sue
 Colac Otway Shire

Winter, Bill G21 Agribusiness Forum

#### 5.7 Signage on Council Owned or Managed Land Policy SCS-012

Author's Title: Coordinator Business & Tourism General Manager: Ransce Salan

Strategy

Department:Economic Development & TourismFile No:F11/793Division:Environment & DevelopmentTrim No:IC17/1210

Appendix:

Signage on Council Owned or Managed Land Policy SCS-012 (D17/99924)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 –

Section 80C:

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

Yes No L Yes No

Reason: Nil Reason: Nil

#### **Purpose**

The purpose of this report is to adopt amendments to the Signage on Council Owned or Managed Land Policy SCS-012.

#### **Summary**

The Tourism, Directional & Commercial Signage Policy SCS-012 is due for review.

The purpose of the Policy is to define the principles for effective signage and the authority which allows the regulation of all signage on land that is owned or managed by Council. The Policy is a public document that needs to be adopted by Council.

There is a related Management Procedure which has also been reviewed. This is an internal document to be used as a reference for all staff on signage.

The Council Policy for Signage on Council Managed Land SCS-012 is attached in Appendix 1 in draft form for adoption by Council. If the Policy is adopted by Council, it should be scheduled for review in three years' time.

#### Recommendation

That Council:

- 1. Adopt Signage on Council Owned or Managed Land Policy SCS-012.
- 2. Review the Policy and related Management Procedure by October 2020.

### 5.7 Signage on Council Owned or Managed Land Policy SCS-012

### Report

### Background

The Tourism, Directional & Commercial Signage Policy SCS-012 is due for review.

The review has been undertaken as it has been more than three years since the last review date and it is good practice to have a scheduled review period for Council policies and procedures.

The purpose of the Policy is to define the principles for effective signage and the authority which allows the regulation of all signage on land that is owned or managed by Council. The Policy is a public document that needs to be adopted by Council.

There is a related Management Procedure which has also been reviewed. This is an internal document to be used as a reference for all staff on signage.

The purpose of the Management Procedure is to provide guidance on the application and assessment process for the installation of many types of signs in the Surf Coast Shire. It aims to provide:

- A consistent application of the Tourism, Directional & Commercial Signage Policy
- Clarity on the Council department responsible for each type of sign
- Administration guidelines and reference material to assist with the assessment of signage requests and define sign permit requirements.

### Discussion

A review of the Policy and Management Procedure has been undertaken with input from a variety of officers from across the organisation responsible for signage with comment from areas including:

- Economic Development & Tourism
- Design & Traffic
- Local Laws
- Development Compliance
- Open Space Planning
- Planning
- Customer Service
- Communications
- Events
- Recreation & Open Space.

The review identified opportunities for improvement of the documents to provide greater clarity and consistency. Key changes made to the amended policy are summarised in table 1 below:

 Table 1: Summary of amendments to the Tourism. Directional & Commercial Signage Policy SCS-012.

| <b>Table 1:</b> Summary of amendments to the Tourism, Directional & Commercial Signage Policy SCS-012.  |   |  |  |
|---|---|--|--|
| Existing Policy   | Amended Policy  |  |  |
| The policy is on an outdated corporate template.  | <ul> <li>The information has been transferred to the current policy template.</li> </ul>  |  |  |
| The name of the policy "Tourism, Directional & Commercial Signage" leads to assumptions that the tourism department is responsible for signage.   | <ul> <li>The Policy and Procedure have been renamed<br/>"Signage on Council Managed Land" to reflect<br/>that many different departments of Council have<br/>responsibility for signage.</li> </ul>   |  |  |
| The information in the Council Policy sections including: purpose, scope, application, policy statement and basic principles for effective signage was scattered throughout the document. | The purpose, scope, application and policy statements have been updated based on the Development Handbook for Corporate Guidance Documents provided by the Governance Department to ensure the relevant information is contained in the relevant section. |  |  |
| The Road Management Act was not referenced<br>as a key document authorising Council Officers<br>to make decisions related to signs.   | Section 5.2 of the Policy confirms the three key heads of power that provides Council Officers with the authority to issue sign permits including the:  Surf Coast Shire Planning Scheme,  Community Amenity Local Law No. 1 and Road Management Act.     |  |  |

### 5.7 Signage on Council Owned or Managed Land Policy SCS-012

- The basic principles for effective signage did not provide clear guidance on the location and design considerations that must apply to all sign types.
- The basic principles for effective signage have been updated based on officer feedback and accessibility guidelines for signage to provide guidance on location and design.

The Policy is attached in Appendix 1 in draft form for adoption by Council. If the Policy is adopted by Council, it should be scheduled for review in three years' time.

### Financial Implications

Not applicable. Adoption of the policy will not introduce any significant procedural changes from current practices relating to Council's regulation of signage.

### Council Plan

Theme 5 High Performing Council

Objective 5.3 Provide quality customer service that is convenient, efficient, timely and responsive

Strategy 5.3.3 Improve how we manage customer requests and complaints

### Policy/Legal Implications

The Policy provides reference to the relevant legislation, standards or guidelines relating to the regulation of signage on Council Land.

### Officer Direct or Indirect Interest

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

### Risk Assessment

Not Applicable.

### Social Considerations

Not Applicable.

### Community Engagement

Not Applicable.

### **Environmental Implications**

Not Applicable.

### Communication

The Council Policy for Signage on Council Land and related Management Procedure will be circulated throughout the organisation. Training will be delivered to ensure staff are appropriately equipped and supported to effectively manage sign enquiries and decisions. The policy will be made available to the public on Council's website and the Management Policy & Procedure will be made available to all staff on the intranet.

### **Options**

### Option 1 – Adopt the amended Signage Policy

This option is recommended by officers as the existing document has been reviewed and updated with input from various departments of Council.

### Option 2 – Does not adopt the amended Signage Policy & Procedure

This option is not recommended by officers as the document is in need of review in order to provide a clear and concise policy position.

### Option 3 - Benchmarks Council's Sign Policy & Procedure against other Council Sign Policies

This option is not recommended by officers as the Signage Policy is clear and concise. The Signage Management Procedures reflect the work practices employed by the Surf Coast Shire and may vary from other Council' practices.

### Conclusion

The Council Policy for Signage on Council Managed Land has been reviewed and is attached in Appendix 1 in draft form for adoption by Council. If the Policy is adopted by Council, it should be scheduled for review in three years' time.

# 5.7 Signage on Council Owned or Managed Land Policy SCS-012

# APPENDIX 1 SIGNAGE ON COUNCIL OWNED OR MANAGED LAND POLICY SCS-012

### **COUNCIL POLICY**



| Signage on Council Owned or Managed |  | Document No:         | SCS-012                 |
|-------------------------------------|--|----------------------|-------------------------|
|                                     |  | Approval Date:       |                         |
|                                     |  | Approved By:         | Council                 |
|                                     |  | Review Date:         | 31 October 2020         |
|                                     |  | TRIM Reference       | D17/99924               |
| Responsible Officer:                |  | General Manager Gove | rnance & Infrastructure |
| Authorising Officer:                |  |                      | Chief Executive Officer |

### 1. Purpose

The purpose of this policy is to define the principles for effective signage and the authority which allows the regulation of all signage on land that is owned or managed by Council.

### 2. Scope

This policy applies to the regulation of all signs within the Surf Coast Shire on Council owned or controlled land. Signage on all other land should be referred to the relevant authority.

The policy authorises the Signage on Council Managed Land Management Procedures to provide further guidance for Council Officers on particular types of signs, the process of approval and relevant considerations for each type of signage.

### 3. Application

This policy applies to Councillors, employees and contracted service providers involved in signage decisions.

### 4. Definitions

| Authorised officer | An officer appointed under section 224 of the Local Government Act 1989 | for |
|--------------------|---|-----|
|--------------------|---|-----|

the purpose of enforcing the Surf Coast Shire Community Amenity Local Law

No. 1.

Permit A document authorising the display of signs issued by Council's departments

including Local Laws, Planning, Economic Development & Tourism, Events. A

permit may also be issued in conjunction with other public bodies e.g.

VicRoads.

Way-finding Way-finding informs people of the surroundings in an unfamiliar environment.

For way-finding to be effective, it is important to show information at strategic points to assist people with their decision making and guide them in the right

directions.

Way-finding system A system for providing directions to a service/facility that incorporates elements

such as:

· clear street name signs relevant to the road hierarchy

- Signs on the building or property at the destination
- Correct and visible address displayed on all letterheads and promotional material including brochures and websites
- Accurate directions and map coordinates.
- The provision of directional signs alongside roads

### 5. Policy

Council is committed to regulating signage that is effective and supports way-finding in a consistent, clear, logical and user-friendly manner.

Signage is an important element of the amenity and character of a community. The design and location of signs may positively or negatively affect the character of the environment, both built and natural.

Therefore, signage must be functional and complementary to the location in which it is sited. It must not dominate or intrude upon the character and visual amenity of an area, the buildings on which they are displayed and the general environment.

### **COUNCIL POLICY**



The use of standardised signs and symbols and consistent colour coding is encouraged for signs that comply with appropriate Australian Standards and Vic Roads Guidelines. Signs must not contain any material that may be considered sexist, derogatory or offensive.

Too many signs may create visual pollution and detract from the appearance of the environment. Signage should be aggregated where possible at decision points to help way-finding decisions and reduce clutter.

### 5.1 Basic Principles for Effective Signage

To be effective, signs must be:

- 1. Located at sites where directional decisions are made to help way-finding decisions.
- 2. Consistent in appearance and placement
- 3. Grouped together and aggregated where possible to avoid sign proliferation
- 4. Sited in a way that will not affect driver or pedestrian safety and access
- 5. Kept to the minimum number of signs required for effective communication
- 6. Designed to ensure the size, type and layout of lettering on signs is clear and legible.
- 7. Concise with the amount of text kept to a minimum
- 8. Designed to replace words with recognised symbols where practicable.

### 5.2 Authority to Issue a Signage Permit

A permit for signage can be approved by a Council authorised officer.

The Surf Coast Shire Planning Scheme regulates the display of many signs and associated structures. Section 52.05-4 of the Scheme identifies all circumstances where a planning permit is not required.

In the circumstances where a planning permit is not required, a permit for signage will be issued under the Surf Coast Shire Community Amenity Local Law No. 1 or the Road Management Act 2004.

Council Officers will endeavour to help applicants meet the requirements contained within this document and will advise of the circumstances where such an application cannot be approved.

The issuing of a permit is deemed to be a privilege or an opportunity offered to the applicant, rather than a right, even if the area is deemed suitable. Council may choose to allocate the space for other activities at its discretion

All such decisions will be based on this Policy, the Tourism, Directional & Commercial Management Procedures, or any other relevant legislation, standard or guidelines referred to herein.

### 6. Records

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

| Record                                | Retention/Disposal<br>Responsibility | Retention Period | Location                   |
|---------------------------------------|--------------------------------------|------------------|----------------------------|
| Application forms and related permits | Relevant Department                  | PROS 09/05       | Relevant HPRM<br>TRIM File |

### 7. Attachments

Surf Coast Shire Management Policy & Procedure: Signage on Council Managed Land

### 8. References

Surf Coast Shire - Planning Scheme. Surf Coast Shire - Community Amenity Local Law No. 1 Road Management Act 2004.

### 6. CULTURE & COMMUNITY

### 6.1 Quarterly Advocacy Priorities Update

Author's Title:Manager Community RelationsGeneral Manager:Chris PikeDepartment:Community RelationsFile No:F16/839Division:Culture & CommunityTrim No:IC17/1216

Appendix:

Surf Coast Shire Advocacy Priorities - October 2017 (D17/118612)

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

Yes
No
Reason: Nil

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

Yes
No
Reason: Nil

### **Purpose**

The purpose of this report is to affirm Council's advocacy priorities.

### **Summary**

Council advocating on behalf of communities is a core role and needs to be a continuous process. Council continues to have a long term view of advocacy and will use current and future advocacy opportunities to pursue benefits for the Surf Coast community.

Council is striving to be 'An innovative and flexible leader, a constructive partner that values the strengths of others'. Partnerships with government and non-government organisations are critical to this goal.

Having clearly defined priorities at all times is a feature of successful advocacy planning. Council recognises that there are many, ongoing advocacy opportunities that we should be ready for such as regional forums, funding rounds and state and federal budgets. To capitalise on these opportunities, Council is updating advocacy priorities on a quarterly basis.

The State Election will be held on 24 November 2018. Council identified State Election priorities in July to effectively communicate priorities to key politicians and advisors in the lead up to the election. The election priorities continue to be highlighted in these quarterly advocacy reports.

### Recommendation

That Council:

- 1. Confirm the current strategic advocacy priorities (with associated projects detailed in Appendix 1) as:
  - 1.1 Great Ocean Road Visitor Economy.
  - 1.2 Towards Environmental Leadership.
  - 1.3 Building our Future.
  - 1.4 Community and Partner-Led Priorities.
  - 1.5 Key Policy Campaigns.
- 2. Reaffirm the recently adopted State Election priorities which are identified in Appendix 1.

### 6.1 Quarterly Advocacy Priorities Update

### Report

### Background

Council is reliant on the actions of other levels of government to achieve its objectives which means advocacy is a critically important activity. Likewise, other levels of government are often reliant on partnerships with Council to achieve their objectives.

Council continues to be committed to attracting support from the State and Federal Government to deliver infrastructure, provide services and shift policy.

Council has been active this quarter in progressing planning and advocating for priorities in the advocacy program.

The Winchelsea Netball Pavilion upgrade was successful obtaining \$200,000 from the federal Building Better Regions Fund and this was announced in August. The Torquay Active Transport application to the same round was unsuccessful.

The Mayor and Surf Coast Shire CEO have continued to meet with local politicians and Ministers at a state and federal level to advance support for Council's priorities. Officers communicate Council advocacy priorities and listen to advisors and office staff of politicians. Surf Coast Shire is an active member of G21 and is represented on all G21 Pillars.

Council resolved in August on advocacy motions to the (Municipal Association of Victoria) MAV State Council Meeting held on 20 October 2017. These motions included; 1) that the MAV advocate to the State Minister for Energy, Environment and Climate Change to create regulations to establish controls over the 'free' distribution of lightweight plastic shopping bags by Victorian Retailers and 2) that the MAV advocate to the State Government to remove the recommendation for councils to recognise Land Under Roads acquired before 30 June 2008 as assets.

In September, the State Government announced the establishment of a Great Ocean Road Taskforce to streamline governance arrangements and coordinate agencies with responsibilities for the road. Chief Executive Officers of Councils along the Great Ocean Road, including Surf Coast Shire were appointed to the taskforce.

The table below summaries other activities undertaken for the quarter:

| Alcoa Site                   | Council has been involved in community workshops and worked with the                  |
|------------------------------|---|
| Regeneration                 | Department Environment Land Water and Planning (DELWP) to draft a land use            |
| <ul><li>– Anglesea</li></ul> | discussion paper which is now available for public consultation.                      |
| Point Grey                   | Council has been working closely with Great Ocean Road Coastal Committee              |
| Redevelopment Lorne          | (GORCC) on design function and scope and planning the advocacy strategy.              |
|                              | Council received and noted a discussion paper "Potential Mechanisms for               |
| Strengthening Town           | Managing the Torquay/Jan Juc Town Boundary 2017" at the September Council             |
| Boundaries                   | Meeting. The Council report outlined further actions such as preparation of a         |
|                              | settlement strategy and protection of green breaks.                                   |
| Hinterland Futures           | Council is engaging with community members and businesses to build the profile of     |
| Hinteriand Futures           | rural hinterland and develop a Rural Hinterland Strategy.                             |
| Multipurpose Indoor          | Council submitted a funding application for \$3 million to the State Government's     |
| Multipurpose Indoor          | Better Stadium's fund in August. The outcome of this application is expected in late  |
| Stadium- Torquay             | 2017.   |
| North Torquay Soccer         | Council submitted a funding application for \$100,000 in September 2017 to the        |
| Facilities                   | Sport and Recreation Victoria 2018/19 Community Sports Infrastructure Fund.           |
| Winchelsea Netball           | Council submitted a funding application for \$100,000 in September 2017 to the        |
| Facilities upgrade           | Sport and Recreation Victoria 2018/19 Community Sports Infrastructure Fund.           |
| Stribling Reserve            | Detailed design work for the change facilities are grouped during the guester         |
| Redevelopment                | Detailed design work for the change facilities progressed during the quarter.         |
|                              | Council wrote to the chair of nbn co. requesting to work together to identify another |
| Improved Phone and           | site locally for an additional tower, or work towards establishing a quality and      |
| Internet Coverage            | affordable satellite service to deliver equitable nbn service in communities that do  |
|                              | not have access to the nbn particularly around Bellbrae.                              |

### 6.1 Quarterly Advocacy Priorities Update

### Discussion

Good advocacy planning with clearly articulated priorities will improve Council's chances of advocacy success. This approach will ensure our key spokespeople are prepared with relevant data and clear messages aimed at the right people.

Affirming advocacy priorities each quarter prepares Council to capitalise on many opportunities. The State Election will be held on 24 November 2018 and this brings a significant opportunity to gain support for Council priorities. It is also an opportunity to deepen understanding of how Surf Coast Shire can achieve government and opposition parties' objectives.

A Federal Election will be held prior to mid-2019 and could be called earlier. Regularly affirming advocacy priorities positions Surf Coast Shire well in preparation for the next Federal Election.

Other advocacy opportunities include frequent funding rounds and regular meetings with Ministers and Members of Parliament. This constant advocacy schedule requires planning and pre-work for major proposals including well developed business cases, project plans and grant applications.

Strong relationships need to exist at many levels including with elected representatives and candidates, advisory and campaign staff and organisations with mutual objectives. Council will continue to identify and build strong relationships with them to gain support for priorities.

It is very important to understand government and major political party policy context when determining Council's advocacy priorities. The development of Council's advocacy priorities has included research into policy platforms of each of the major parties. Council priorities are more likely to be supported if they achieve the objectives of government or parties in opposition.

Focussing Council's advocacy efforts on defined, key projects and issues does not diminish the importance of other projects and activities. They will be progressed through advocacy opportunities including but not limited to; meetings and conversations with politicians, advisors and government staff, advocating through the MAV and Australian Local Government Association (ALGA) and active representation at the G21 Regional Alliance.

Establishing the current advocacy priorities has included a review of Council's strategic planning work which is shaped by community input through specific engagement processes. The strategic plans considered included:

- Council Plan incorporating the Health and Wellbeing Plan
- Council policy positions
- Council strategies and master plans
- Local land use plans and township design frameworks
- Developer contribution plans.

It is important to be clear with potential partners and stakeholders about Surf Coast Shire's priorities. To this end Surf Coast Shire has identified three strategic advocacy priorities:

| 1.Great Ocean Road Visitor      | 2. Towards Environmental                  | 3. Building our Future         |
|---------------------------------|---|--------------------------------|
| Economy                         | Leadership                                |                                |
| We attract millions of visitors | We recognise the Surf Coast's assets      | We are growing rapidly and     |
| each year and the Great         | are built on our natural environment.     | need to deliver facilities and |
| Ocean Road is a unique          | We will pull our weigh to address climate | services that make our         |
| driver of our economy.          | change and help reach the renewable       | communities great places to    |
|                                 | energy target of 25% by 2020              | live.                          |

A number of key projects sit within each advocacy priority (more detailed project information is in Appendix 1). The 2018 State Election Advocacy Program includes priorities which are aligned with government and opposition policies, contribute to the long term sustainability of Surf Coast Shire and are significant for the community and environment.



### 6.1 **Quarterly Advocacy Priorities Update**

### **Great Ocean Road Visitor Economy**

Shipwreck Coast Master Plan Implementation



Continued investment in Great Ocean Road renewal



Great Ocean Road Gateway Experience

Growing Adventure Tourism – Surf Coast Trails



Alcoa Site Regeneration - Anglesea



Point Grey Redevelopment Lorne (Partner-led)

### **Towards Environmental Leadership**

Torquay Renewable Energy Project

Strengthening Town Boundaries (policy)

Hinterland Futures

### **Building our Future**



Multipurpose Indoor Stadium – North Torquay



Torquay Walking and Cycling Connections



Winchelsea Netball Facilities upgrade

Outcomes of the City of Greater Geelong's Long Term Infrastructure Planning



Stribling Reserve Redevelopment



North Torquay Soccer Facilities



Improved Phone and Internet Coverage

### **Key Policy Campaigns**



Retaining Funding for Council's for Rural Access programs.



Public transport improvements and Surf Coast Shire inclusion in future planning.



Coastal agency and Great Ocean Road governance coordination.



Sustainable future for emergency services.



Kinder funding for 15 hours access to continue.

### **Community and Partner Led Priorities**



Barwon Park Fire Protection - Led by the National Trust



Anglesea Motor Yacht Club Upgrade - Led by Anglesea Motor Yacht Club

The State Election Advocacy Program can evolve to include small partnership opportunities to the State Government and opposition parties.

Changes in the advocacy priorities affirmed at the July Council meeting is the Renewable Energy Microgrid project has evolved to the Torquay Renewable Energy Project. Another change is the Torquay Active Transport Project has been renamed to Torquay Walking and Cycling Connections which is a more accurate description of the project.

### 6.1 Quarterly Advocacy Priorities Update

### Financial Implications

A successful advocacy program can deliver significant income to Council projects. In the event these advocacy priorities are funded, Council will need to consider how its financial contribution to these projects will impact on its capacity to deliver other capital projects in future budgets.

Consideration will need to be given to equity and the spread of projects across the shire. Council's cash position and the possibility of debt funding larger projects will also need to be considered.

### Council Plan

Theme 5 High Performing Council

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

Theme 3 Balancing Growth

Objective 3.2 Ensure infrastructure is in place to support existing communities and provide for growth

Strategy 3.2.6 Advocate for supporting infrastructure.

### Policy/Legal Implications

The *Local Government Act 1989* articulates that a role of a Council includes; "advocating the interests of the local community to other communities and governments"

A review of State and Federal Government policy continues to inform Council's advocacy program. Council's advocacy activities seek to influence government policy to deliver outcomes which benefit the Surf Coast community.

### Officer Direct or Indirect Interest

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

### Risk Assessment

Failure to determine clear advocacy priorities for action may limit Council's ability to achieve support for its priorities. A clear and ongoing advocacy plan with regularly updated priorities mitigates against this risk.

### Social Considerations

Effective advocacy planning is a key ingredient in Council achieving support for its priorities. This increases the likelihood of Council achieving social benefits for the community.

### Community Engagement

Previous community engagement activities have informed the choice of priorities. They are informed by earlier engagement conducted for the Council Plan incorporating the Health and Wellbeing Plan, established master plans, developer contribution plans and other capital works planning exercises.

### **Environmental Implications**

Council is committed to being an environmental leader and this is evident in the current advocacy priorities. Council has established the 25% by 2020 Taskforce which has led to the scoping of the Renewable Energy Precinct project.

### Communication

The Advocacy Priorities will be communicated via Council's communication channels and a media release will be issued with the aim of informing the wider community of Council's priorities.

Council will update the Advocacy Program including the State Election Priorities on a quarterly basis at ordinary Council meetings until November 2018.

### **Options**

### Option 1 – Affirm the proposed advocacy priorities.

This option is recommended by officers as the priorities are Council deliverables and support many objectives and policy positions of the State and Federal Governments. The strategic priorities - Great Ocean Road Visitor Economy. Environmental Leadership and Building for our Future - support delivery of objectives in the Council Plan 2017-21. Affirming these priorities regularly provides transparency and currency which helps when communicating with other levels of government and the community.

### 6.1 **Quarterly Advocacy Priorities Update**

### Option 2 – Reduce the number of projects in the advocacy program

This option is not recommended by officers because each project included in the program is a deliverable for Council and we should be looking to leverage support from other levels of government to deliver them.

Option 3 – Do not affirm advocacy priorities on a quarterly basis

This option is not recommended by officers as it removes transparency and currency from the program and this has a negative impact on our ability to communicate with other levels of government and the community. This approach may result in a reduction in support for Council's advocacy projects.

### Conclusion

Affirming advocacy priorities regularly and implementing actions to gain support gives Council the best chance of advocacy success. The State and Federal Elections will happen in the next 20 months and remaining prepared will be valuable in advocating to governments and parties in opposition in the lead up to these elections.

While elections are important, Council will continue to take a long term and ongoing approach to its advocacy effort. The focus will continue to be on maintaining government relations, developing business cases for projects and capitalising on key opportunities to achieve benefits for the community.

# 6.1 Quarterly Advocacy Priorities Update

# APPENDIX 1 SURF COAST SHIRE ADVOCACY PRIORITIES - OCTOBER 2017

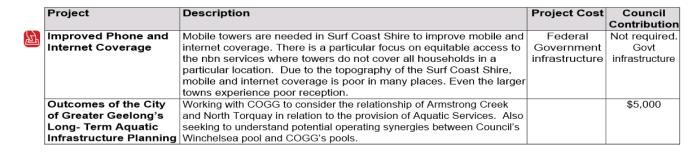
Appendix 1 – Detailed Project Information – Surf Coast Shire Advocacy Priorities. October 2017

### **COUNCIL-LED PRIORITIES**

- State Election Priority
DCP = Developer Contributions Plan

| Project  | Description   | Project Cost  | Council<br>Contribution                |
|--|---|---------------|--|
| GREAT OCEAN ROAD   | ISITOR ECONOMY  |               |  |
| Shipwreck Coast Mas<br>Plan Partnership led<br>priority    | Advocate on behalf of partner organisations to gain support for the implementation of the Shipwreck Coast Masterplan and improve visitor connections to Surf Coast Shire. Increasing visitation along the Great Ocean Road will benefit all of its communities and the region's economy.  | \$174,000,000 | Nil<br>Partner Led                     |
| Continued investme<br>in Great Ocean Roa<br>renewal        |   | As required   | Not required<br>Govt<br>infrastructure |
| Great Ocean Road<br>Gateway Experience                     | <ul> <li>Road. This would be achieved through combination of various elements, including:</li> <li>A Great Ocean Road Gateway experience</li> <li>An enhanced Australian National Surfing Museum</li> <li>A visitor transit hub and visitor centre</li> </ul>   | TBC           | \$50,000                               |
| Growing Adventure<br>Tourism – Surf Coas<br>Trails         | Complete the enhancement of the existing Surf Coast Walk to enable dual use by pedestrians and cyclists. Feasibility and design of Stage 2 of the Surf Coast Walk to extend the current trail from Fairhaven to Cumberland River, Lorne. Create elite or "epic" level mountain bike trails in the Lorne area and trails and trail head around Anglesea. | \$500,000     | \$100,000                              |
| Alcoa Site Regenera<br>– Anglesea                          | Consultation on the future use of the Alcoa site in Anglesea is<br>continuing. Council is pursuing positive environmental and<br>community outcomes for the site consistent with community aspirations<br>put forward through the consultation.   | TBC           | TBC                                    |
| Point Grey<br>Redevelopment Lorn<br>(Partner led priority) | A Great Ocean Road Coastal Committee (GORCC) project to deliver new and improved community infrastructure and facilities including: Redeveloping two existing buildings, including: Stand-alone aquatic and angling clubroom Improvement to public open spaces New picnic and BBQ areas   | \$6,000,000   | Nil<br>Partner Led                     |

|   | Project   | Description  | Project<br>Cost | Council<br>Contribution                         |
|---|---|--|-----------------|---|
|   | TOWARDS ENVIRONMEN  | TAL LEADERSHIP   |                 |   |
| 洒 | Torquay Renewable Energy<br>Project                         | Surf Coast Shire's 25% by 2020 Renewable Energy Taskforce has mapped out a plan to achieve the Victorian renewable energy targets locally. In a ground- breaking partnership with Deakin University, this project is being scoped to consider harnessing new technology such as 'virtual net metering' which allows the sharing of energy between facilities using the existing network at the Torquay Community and Civic Precinct. | TBC             | \$114,000                                       |
|   | Strengthening Town<br>Boundaries                            | Current town boundaries are capable of accommodating forecast population growth and retain township character. Residential and other urban development will occur within defined settlement boundaries. Surf Coast shire seeks government policies which support Council's land use planning.  | Nil             | Policy Support                                  |
|   | Hinterland Futures  | Capitalising on new opportunities in Surf Coast Shire's beautiful and productive hinterland through local food, niche tourism and agricultural exports.  | TBC             | TBC   |
|   | BUILDING OUR FUTURE   |  |                 |   |
| 更 | Multipurpose Indoor<br>Stadium- Torquay<br>(DCP project)    | Deliver a multi-court facility providing space for indoor sports such as basketball, netball, futsal, badminton and volleyball. Facility would provide scope for additional health and fitness programs such as group fitness classes. This is a key element of the Civic and Community Precinct Masterplan.   | \$13,400,000    | \$2,875,000                                     |
| 更 | North Torquay Soccer<br>Facilities<br>(DCP Project)         | The popularity of soccer in Torquay continues to grow and pressure on existing facilities is already evident. Torquay has recently become the home of Galaxy United – the regional female representative club. Surf Coast FC uses these facilities and is growing rapidly The project includes: establishment of 3rd soccer pitch, fencing, goals, shelters, lighting, scoreboards.  | \$725,000       | \$625,000                                       |
| 찕 | Torquay Walking and<br>Cycling Connections<br>(DCP project) | Investing in walking and bike paths will help keep the Surf Coast community an active community and enhance our reputation as a home for major events such as the Cadel Evans Road Race.   | \$5,100,000     | \$2,550,000                                     |
| 丽 | Winchelsea Netball<br>Facilities upgrade                    | A new multi-use clubroom facility delivering:     new player change rooms and umpires change room     public all accessible toilet     first aid/trainers' room     decking for enhanced spectator viewing   | \$600,000       | \$350,000<br>+ \$50,000<br>Club<br>contribution |
| 严 | Stribling Reserve<br>Redevelopment                          | Completing reserve redevelopment by upgrading male and female change facilities to enable more use for local sport and community events. The project will enhance the capability of the reserve to play a key role in emergency management.  | \$1,220,000     | TBC   |



N.B. - Projects in DCPs are contractual commitments and Council has a funding obligation to deliver these projects.

### **KEY POLICY CAMPAIGNS**

|                | Policy   | Description  |  |
|----------------|--|--|--|
|                | Retaining Funding for  | Funding of Rural Access programs in councils is not guaranteed beyond 30 June 2018. Funding will         |  |
| 殌              | Councils for Rural   | transition from the Victorian Department of Health and Human Services (DHHS) to the National             |  |
| _              | Access programs.   | Disability Insurance Scheme (NDIS). Council will advocate that this funding is retained in the NDIS so   |  |
|                |  | councils can continue to improve access and inclusion.   |  |
|                | Public transport   | Victoria introduced a minimum service level for Melbourne bus services in 2006, but there is not a       |  |
| 涩              | improvements and Surf  | minimum level of service for many regional communities. Council will advocate that Public Transport      |  |
|                | Coast Shire inclusion in   | Victoria should establish clear guidelines for regional and rural levels of service and flexible service |  |
|                | future planning.   | trials that use smaller vehicles to better meet the needs of smaller communities. Council will           |  |
|                |  | advocate to be included by other levels of government in future public transport planning.               |  |
| (4)            | Coastal agency and   | Many agencies have coastal management responsibilities in Victoria. Council will advocate for            |  |
| क्रम           | Great Ocean Road   | better coordination between these agencies to deliver better outcomes for the community and              |  |
|                | governance   | environment. Council strongly encourages the State government to go further to address                   |  |
|                | coordination.  | complexity, clarify roles and responsibilities, promote shared services and reduce or remove             |  |
|                |  | inefficiencies in coastal land management. Council will advocate for clearer governance and              |  |
|                |  | institutional arrangements for management of the Great Ocean Road.                                       |  |
| 酒              | Sustainable future for   | Council will advocate that emergency services (SES, Marine Rescue, and Surf Life Saving) in Victoria     |  |
| फिर्म          | emergency services.   are funded adequately by the State Government. |  |  |
| (Z)            | Kinder funding for 15  | Seeking support from the Victorian Government to deliver its commitment to make Victoria the             |  |
| $\overline{m}$ | hours access to  | Education State by advocating to the Federal Government for ongoing funding for 15 hours of              |  |
|                | continue.  | kindergarten. Council will support the MAV advocacy campaign to strengthen local government's            |  |
|                |  | voice with the federal government.   |  |

**COMMUNITY AND PARTNER-LED PRIORITIES** 



| Project Description   |   | Partner                   |
|---|---|---------------------------|
| Barwon Park Fire  | Barwon Park Fire Establishing water supply and fire protection systems to protect |                           |
| Protection  | this heritage and economic asset.   |                           |
| Anglesea Motor Yacht  | Extend & renovate existing clubrooms to better serve the                          | Anglesea Motor Yacht Club |
| Club Upgrade needs of the increased club membership and other community |   |                           |
|   | groups, including the addition of a lift for disabled access.                     |                           |

### 6.2 White Ribbon Day - Flag Approval

| Author's Title:                 | Manager Community Relations      | General Manager: | Chris Pike  |
|---------------------------------|----------------------------------|------------------|---|
| Department:                     | Community Relations              | File No:         | F15/407   |
| Division:                       | Culture & Community              | Trim No:         | IC17/1217   |
| Appendix:                       |                                  |                  |   |
| Nil                             |                                  |                  |   |
| Officer Direct o                | r Indirect Conflict of Interest: | Status:          |   |
| In accordance w<br>Section 80C: | rith Local Government Act 1989 – |                  | onfidential in accordance with 1989 – Section 77(2)(c): |
| Yes                             | ⊠ No                             | Yes              | No  |
| Reason: Nil                     |                                  | Reason: Nil      |   |

### **Purpose**

The purpose of this report is to consider the use of the Pond Flagpole at the front entrance of Council's Civic Centre to fly the White Ribbon flag for the month of November 2017.

### Summary

White Ribbon Day is a designated Level 1 Council event on the 2017 events calendar. White Ribbon Day is on 25 November 2017 and Council's communication campaign takes place in the month of November. Council achieved White Ribbon Workplace Accreditation in 2017.

Council's Level 1 events are described as larger scale community gatherings with a significant communication campaign and high level of staff and community involvement.

A flagpole, called the Pond Flagpole, was installed adjacent to the front entrance of Council's Civic Centre following a Council resolution in June 2017. Council resolved to utilise the Pond Flagpole to periodically fly flags relating to issues of community significance as determined by Council through resolution or approved Council policy.

White Ribbon Day is an event of community significance and Council has delivered White Ribbon Day events for several years. Given White Ribbon Day's prominence and Council's commitment to the event, flying a White Ribbon flag on the Pond Flagpole is consistent with the June Council resolution.

### Recommendation

That Council fly a White Ribbon flag on the Pond Flagpole at the Civic Centre for the duration of November 2017.

### 6.2 White Ribbon Day - Flag Approval

### Report

### Background

Council has previously adopted a calendar of events and campaigns for 2017. White Ribbon Day is a Level 1 event. White Ribbon Day is designated nationally on 25 November each year. Council's community event this year is a White Ribbon Cricket match at Spring Creek Reserve on Sunday 26 November and Council's communication campaign takes place in the month of November.

Council's Level 1 events are described as larger scale community gathering with a significant communication campaign, high level of staff and community involvement and use of Banyul Warri Fields Billboard.

White Ribbon is the world's largest movement of men and boys working to end men's violence against women and girls, promote gender equality, healthy relationships and a new vision of masculinity.

Surf Coast Shire is an active participant in White Ribbon programs and organises community events, communication campaigns and achieved White Ribbon Workplace Accreditation in 2017.

At the 27 June 2017 Council meeting, Council resolved to install two new flagpoles and utilise the Pond Flagpole to periodically fly flags relating to issues of community significance as determined by Council through resolution or approved Council policy.

### Discussion

Council is a proud supporter of White Ribbon Australia and a key strategy in the Council Plan 2017-21 is to help prevent and address violence against women and children in the G21 region.

White Ribbon Day is considered a cause of significance in the Surf Coast community and it is therefore appropriate to fly the White Ribbon flag on the Pond Flagpole for the month of November as part of Council's White Ribbon activities. Council has flown the flag in previous years on other Council owned flagpoles in Surf Coast Shire.

### **Current Status**

Planning is underway for Council's White Ribbon event to engage men on this issue through sporting clubs in Surf Coast Shire. The aim is to build on the inaugural White Ribbon Cricket Cup in 2016 with a deeper engagement of club members and the wider community.

This will be the first time Council considers the use of the Pond Flag pole.

### Financial Implications

If Council resolves to fly a White Ribbon flag on the Pond Flagpole the cost of the flag is estimated at under \$300 which can be accommodated within the budget allocated for White Ribbon Day activities.

### Council Plan

Theme 1 Community Wellbeing

Objective 1.4 Provide support for people in need

Strategy 1.4.3 Contribute to the delivery of the Strategic Plan for prevention and addressing violence

against women and children in the G21 region

### Policy/Legal Implications

There is no Legal requirement for Council's to fly a White Ribbon flag. Officers are currently drafting a Flag Policy for Council's consideration at the December 2017 meeting.

### Officer Direct or Indirect Interest

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

### Risk Assessment

This is the first time Council is considering the use of the Pond Flagpole. There has been significant community interest in Council flying flags including the Rainbow Flag in 2017.

### 6.2 White Ribbon Day - Flag Approval

Council considering the use of the Pond Flagpole for the first time may be of particular interest to members of the community who may have strong views on the type of flags flying on Council flagpoles.

### Social Considerations

Men's violence against women is a significant issue in all communities. In Australia, one in three women has experienced violence perpetrated by someone known to them.

White Ribbon Australia works at the prevention level to make people aware of the problem and educate people how we can improve the situation. Surf Coast Shire Council adopts this prevention approach in its effort to help prevent violence against women. Communication and awareness raising campaigns, including signage and flags are part of the campaign.

### Community Engagement

There has been no targeted engagement on this particular topic. Council engaged with over 900 people in the development of the Council Plan 2017-21. Council also engaged closely with our partners such as G21 who understand and have shared evidence of the problem in our region. This engagement has led to the prevention of violence against women to be a priority of Surf Coast Shire Council.

### **Environmental Implications**

There are no significant environmental implications in considering this report

### Communication

The decision to fly the White Ribbon flag will be communicated to our community via Council's communication channels and through contact with the media.

### **Options**

### Option 1 – Fly the White Ribbon Flag on the Pond Flagpole during November 2017

This option is recommended by officers as this is a tangible action to contribute to regional and statewide efforts to raise awareness of this issue. Council has a history of supporting the White Ribbon movement and flying the flag is a strong statement that Surf Coast Shire is playing a part in the prevention of men's violence against women. Flying this flag is consistent with the June 2017 Council Resolution which included to utilise the Pond Flagpole to periodically fly flags relating to issues of community significance as determined by Council through resolution or approved Council policy.

### Option 2 – Do not fly the White Ribbon Flag on the Pond Flagpole during November 2017

This option is not recommended as it would be a missed opportunity to progress strategies identified in the Council Plan.

### Conclusion

Council is a strong supporter of the White Ribbon cause and has again designated White Ribbon Day as a level 1 event in 2017. Flying the White Ribbon flag on the Pond Flagpole is consistent with the intent of the June Council resolution and adds value to the communication campaign associated with the 2017 White Ribbon Event.

Author's Title:Business Improvement OfficerGeneral Manager:Chris PikeDepartment:Business ImprovementFile No:F16/1233Division:Office of the CEOTrim No:IC17/1223

Appendix:

 Positive Ageing Service Review - Research Paper Executive Summary - September 2017 (D17/117686)

2. Positive Ageing Service Review - Project Success Criteria (D17/116751)

| Officer Direct or Indirect Conflict of Interest:            |      | Status:  |      |  |
|---|------|--|------|--|
| In accordance with Local Government Act 1989 – Section 80C: |      | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |      |  |
| Yes Reason: Nil   | ⊠ No | Yes Reason: Nil  | ⊠ No |  |

### **Purpose**

The purpose of this report is to consider the Positive Ageing Service Review - Research Paper Executive Summary, and the development of options regarding Council's future role in supporting older people and people with a disability.

### **Summary**

The Federal Government's aged care reform agenda and the State Government's Fair Go Rates System (rate capping) are the key drivers to Council undertaking this review.

Individualised funding, choice and competition are key features of the reform agenda that will fundamentally change the way that aged and disability services are delivered in the future; where local government will be just another (costly) service provider in a market of many.

Like most councils, Surf Coast Shire Council is keen to understand how it can respond to these changes so that people continue to receive the important services they need.

The Positive Ageing Service Review - Research Paper Executive Summary sets out key findings that:

- invite the question, 'what is Council's future role in supporting older people and people with disabilities'
- validate the exploration of options associated with Council both retaining and relinquishing service provision
- mark the completion of Part 1 of the project and signal the commencement of Part 2.

### Recommendations

That Council:

- 1. Receive and endorse the Positive Ageing Service Review Research Paper Executive Summary September 2017 as attached at Appendix 1.
- 2. Authorise the commencement of Part 2 of the project the exploration of options regarding Council's future role in supporting older people and people with a disability.
- 3. Endorse the success criteria as attached at Appendix 2 for use in the development and assessment of options regarding Council's future role in supporting older people and people with a disability.

### Report

### **Background**

This review is an identified 2016/17 business improvement project, and is being undertaken to:

- assist Council to understand the social and economic perspectives of the positive ageing services it provides
- identify the service model that will best ensure that older people and people with a disability, continue to have access to affordable, high quality services in the future.

In 2016, Council engaged Dyson Consulting Group to provide a baseline service assessment, cost analysis, and social and economic benefits analysis. The Dyson Consulting Group Aged Care Reform Research Project Final Report (the Dyson report) was received and endorsed in March 2017.

Officers have now expanded on the Dyson report with:

- · a detailed analysis of Council's positive ageing service by activity
- · client, volunteer and staff surveys
- a comprehensive benchmarking study of G21 Councils
- an extensive scan of the external provider market, and
- interviews with representatives of the Commonwealth and State government, and the Municipal Association of Victoria.

The Research Paper Executive Summary combines all of this information in its key findings.

### Discussion

The Positive Ageing Service Review has been separated into 2 parts; Part 1 of the service review has now been completed.

Part 2 of the Positive Ageing Service Review will involve the exploration of options regarding Council's future role in supporting older people and people with a disability.

Two additional Council reports have been added to the project schedule as follows (this will have the effect of extending the project completion date from February to April 2018):

| Original date | New date        | Activity  |  |
|---------------|-----------------|---|--|
| New           | Oct 2017        | Council report – receipt of Research Paper Executive Summary, endorsement of success criteria, and approval to commence Part 2 of the project |  |
| New           | Jan-Feb<br>2018 | Council report – receipt of options paper and seek stakeholder submissions  |  |
| Feb 2018      | April 2018      | Council report – adopt preferred option and recommendations   |  |

Numerous success criteria are recommended for endorsement (refer to appendix 2), and importantly these will be used to develop, shortlist, and assess options in Part 2 of the project. The success criteria have been sourced from:

- · aged and disability care service objectives
- the Council Plan
- Council's Business Improvement principles, and Positive Ageing Strategy
- the Project Control Group.

### Financial implications

There are no financial implications associated with the completion of Part 1 of the review.

Part 2 of the review will quantify the financial impacts associated with the various options that are developed.

### Council Plan

Theme 5 High Performing Council

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

Strategy 5.4.1 Review Council-delivered services to ensure they are of high quality and delivering best

value

Theme 5 High Performing Council

Objective 5.4 Ensure the community has access to the services they need Strategy 5.4.2 Conduct service reviews to identify best service delivery model

### Policy/legal implications

There is no policy or legal implication associated with Council adopting the recommendations of this report.

Part 2 of the review will explore various options which may affect Council's:

- obligations under the Surf Coast Shire Council Enterprise Agreement 2016-19
- various positive ageing funding agreements
- relationship with clients and volunteers
- · employer responsibilities to staff
- responsibilities under the Local Government Act 1989, and
- obligations according to the Department of Treasury and Finance's Competitive Neutrality Policy.

These implications will be addressed appropriately.

### Officer direct or indirect interest

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

### Risk assessment

Misinterpreting the reason for conducting this review is the main risk associated with Part 1 of this project; possibly giving rise to negative public opinion and reputational damage. Council is undertaking this review in order to ensure the best outcomes for older people and people with a disability in a rapidly changing environment.

Part 2 of this project involves the exploration of options and brings with it the greatest risk. It's expected that:

- the success criteria recommended for adoption will be used to develop and shortlist options
- a triple-bottom-line (TBL) methodology utilising financial, social and risk lenses will be employed to identify the preferred option.

Advance planning, good communications and an extended transition schedule to possible new arrangements will mitigate risks associated with Part 2 of this project.

### Social considerations

The purpose of this review is to identify the most appropriate service model that will best ensure that older people and people with a disability continue to have access to affordable, high quality services in the future.

The Research Paper Executive Summary:

- acknowledges the difference that positive ageing supports make to the lives of older people and people with a disability
- points out that in the new paradigm, local government will be just another (costly) service provider in a market of many, and Councils will no longer be automatically designated service providers, and
- recognises that Council wishes to understand how it can respond effectively to the federal government's aged care reform agenda so that people can continue to receive the important services they need.

Part 2 of this project involves the exploration of options regarding Council's future role in supporting older people and people with a disability. Social considerations feature strongly in the success criteria that will be used to develop and short list options, and is one of three TBL lenses that will be used to identify a preferred option (refer to the 'Discussion' section of this report, above).

### Community engagement

Extensive community engagement was undertaken during the research phase of the project, providing valuable insights that are reflected in the Research Paper Executive Summary. A Community Engagement plan was developed in February and has been closely followed, including:

- client survey (214/680 respondents)
- volunteer survey (15/47 respondents)
- staff survey (24/47 respondents)
- regular staff meetings

- meetings with G21 Councils
- interviews with 7 Councils that have relinquished service provision
- meetings with 7 non-government service providers
- meetings with Hesse Rural Health, Lorne Community Hospital and Barwon Health
- meetings with the Department of Health (Commonwealth government), the Department of Health and Human Services (State government), the National Disability Insurance Agency, and the Municipal Association of Victoria.

Further extensive engagement is planned for Part 2 of the review.

### **Environmental implications**

There are no environmental implications associated with this review.

### Communication

The Positive Ageing Service Review Communication and Engagement Plan has been strictly adhered to. Key stakeholders have been extensively involved, and the Australian Services Union has been informed that Council is reviewing Positive Ageing services.

Stakeholder submissions will be invited regarding the options paper; stakeholders and the wider community will be informed of the adopted option after the April 2018 Council meeting.

### **Options**

The following options are possible at this juncture:

| Option   | Discussion   |  |  |
|--|--|--|--|
| Receive the report and proceed with Part 2 of the project - exploration of options | <ul> <li>This option is in keeping with the original project aim 'to identify the service model that will best ensure that older people and people with a disability, continue to have access to affordable, high quality services in the future'</li> <li>The Research Paper Executive Summary: <ul> <li>reinforces the project aim</li> <li>invites the question, 'what is Council's future role in supporting older people and people with disabilities'</li> <li>validates the exploration of options regarding Council's future role in supporting older people and people with a disability, and</li> <li>invites the commencement of Part 2 of the project.</li> </ul> </li> <li>Proceeding with Part 2 of the project provides the best opportunity to proactively respond to the Commonwealth aged care reform agenda in a timely manner.</li> </ul>  |  |  |
| Undertake further research, defer the next stage of the project                    | The details of the aged and disability care environment are constantly changing as the Commonwealth reform agenda progresses, and it could be argued that Council should wait and see what happens next. But the key features of the reform agenda (individualized funding, choice and competition) are unchanging and for the sake of its communities, local government must be prepared for this new paradigm.  The research conducted to this point has been extensive and consistently points to the identified key findings; it's unlikely that further research will uncover significant new results or add further value.  An extended schedule that allows sufficient time to implement thoughtful change strategies will be critical to achieving a smooth transition to possible new arrangements. Deferring Part 2 of the project would put a smooth transition at risk and would not be in the community's best interests. |  |  |
| Do not continue with the review  | Not proceeding with the review is an option, but implies doing nothing to prepare for inevitable change.  Not proceeding with the review would result in a lack of understanding of Council's future role in supporting older people and people with disabilities, ignorance of possible future options, and would squander valuable planning and transition time.   |  |  |

Options regarding Council's future role in supporting older people and people with a disability will be explored in Part 2 of the review project.

### Conclusion

Aged care reform is fundamentally changing the way that aged and disability supports will be delivered in the future.

In the new paradigm, consumers will have choice, local government will be just another (costly) service provider in a market of many, and Councils will no longer be automatically designated service providers.

The Positive Ageing Service Review – Research Paper Executive Summary sets out key findings that:

- invite the question, 'what is Council's future role in supporting older people and people with disabilities'
- validate the exploration of options associated with Council both retaining and relinquishing service provision
- mark the completion of Part 1 of the project and signal the commencement of Part 2.

Council approval is now sought to:

- commence Part 2 of the project
- endorse the success criteria that will be used to develop and assess options regarding Council's future role in supporting older people and people with a disability, and to measure the future success of the project.

APPENDIX 1 POSITIVE AGEING SERVICE REVIEW - RESEARCH PAPER EXECUTIVE SUMMARY - SEPTEMBER 2017





September 2017

### **EXECUTIVE SUMMARY**

The Federal Government's aged care reform agenda and the State Government's Fair Go Rates System (rate capping) are the key drivers to Council undertaking this review.

Individualized funding, choice and competition are key features of the reform agenda that will fundamentally change the way that aged and disability services are delivered in the future.

Like most councils, Surf Coast Shire Council is keen to understand how it can respond to these changes so that people continue to receive the important services they need.

In 2016, Council engaged Dyson Consulting Group to provide a baseline service assessment, cost analysis, and social and economic benefits analysis. The Dyson Consulting Group Aged Care Reform Research Project Final Report (the Dyson report) was received in March 2017.

Further work has been undertaken to build on the Dyson report, including:

- · further analysis of positive ageing activities
- · client, volunteer and staff survey data and analysis
- G21 Council benchmarking data and analysis
- market scan data and analysis, and
- Commonwealth and State government commentary

The Positive Ageing Service Review Research Paper delivers a comprehensive review of Council's Positive Ageing Unit and the external environment, and marks the completion of Part 1 of the project. The following key findings have been compiled from the Research Paper and the Dyson report:

# Council has a long history of funding and providing aged and disability care services Council is a trusted provider of a complex range of aged and disability care services The Federal and State governments are responsible for aged and disability care (local government is not) The Positive Ageing Strategy commits Council to planning well for its older citizens, but does not specify how services are to be delivered In the new paradigm, local government will be just another service provider (in a market of many)

|                           | Key findings   |  |  |
|---------------------------|--|--|--|
| GROWTH                    | The growing and ageing population adds to the imperative to change how aged and disability care is provided  |  |  |
| ACTIVITY<br>ANALYSIS      | <ul> <li>Council currently subsidises each positive ageing activity it provides</li> <li>Connection with the cohort is the primary benefit of Council providing aged and disability care services</li> <li>Socialisation programs (such as musical mornings and café style support) may not exist without Council</li> </ul> |  |  |
| OPERATIONAL<br>EFFICIENCY | <ul> <li>The local government sector is a costly service provider</li> <li>Council budgeted to subsidise the positive ageing program by \$1.353M in 2016/17 (actual = \$1.030M), and by \$1.347M in 2017/18 (all including overheads)</li> </ul>   |  |  |
| SURVEY                    | <ul> <li>Client, volunteer and staff surveys consistently tell us that quality is important and provided this is met, who provides the service is less important</li> <li>Staff are proud of the service they provide</li> </ul>   |  |  |
| BENCHMARK                 | Councils that have relinquished service provision typically<br>retain a leadership role, no longer contribute a subsidy, and<br>report a high level of community satisfaction with NGO<br>providers  |  |  |
| MARKET                    | <ul> <li>Federal reforms are creating an increasingly competitive market place, as planned (less evident in the Surf Coast Shire)</li> <li>The aged and disability care market is currently 'thin' in the Surf Coast Shire, but keen to expand</li> </ul>  |  |  |
| GOVERNMENT                | The DOH and NDIA are confident that markets will successfully develop without intervention  On one hand government departments are not fixed to Councils being service providers, but on the other hand Councils are viewed as providers of last resort  Government departments endorse Council's review methodology         |  |  |

These findings provide clarity and understanding and:

- encourage the assessment of options associated with Council retaining service provision
- validate the exploration of options associated with Council relinquishing service provision, and
- prompt the question, 'what is Council's future role in supporting older people and people with disabilities in the Surf Coast Shire'?

Part 2 of the project will follow on from this paper and explore options and identify the best value service delivery model to ensure that older people and people with a disability continue to have access to affordable, high quality services in the Surf Coast Shire.

APPENDIX 2 POSITIVE AGEING SERVICE REVIEW - PROJECT SUCCESS CRITERIA

### POSITIVE AGEING SERVICE REVIEW - SUCCESS CRITERIA

### Business improvement principles

- · cost savings, improved quality, risk reduction
- financial savings benefit whole community
- · improve efficiency, focus on core business
- the community isn't left without access to a critical service
- Council may not need to be a provider where an appropriate market exists
- address services that should be the responsibility of others

### Service outcome

 quality support is available for frail and older residents to maximise their independence at home and in the community



### Council Plan and PA strategy

- older people are supported to live independent and meaningful lives
- high quality services are available to the community
- · easy for older citizens to access what they need
- use knowledge to respond to the needs of older citizens
- older citizens are connected with the community
- · plan ahead for services and programs to adapt to change

### Transition

- service continuity
- · service system sustainability
- smooth transition to new arrangements

| Author's Title:   | Executive Assistant Community    | General Manager:   | Chris Pike |  |  |  |  |
|---|----------------------------------|--|------------|--|--|--|--|
| Department:   | Culture & Community              | File No:   | F16/683    |  |  |  |  |
| Division:   | Culture & Community              | Trim No:   | IC17/1099  |  |  |  |  |
| Appendix:   |                                  |  |            |  |  |  |  |
| 1. Surf Coast Shire - Tree Risk Management Plan 2017-21 - Draft (D17/62313) |                                  |  |            |  |  |  |  |
| Officer Direct o  | r Indirect Conflict of Interest: | Status:  |            |  |  |  |  |
| In accordance w<br>Section 80C:   | =                                | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |            |  |  |  |  |
| Yes<br>Reason: Nil  | No                               | Yes IReason: Nil   | No         |  |  |  |  |

### **Purpose**

The purpose of this report is to consider the adoption of the Tree Risk Management Plan.

### **Summary**

Council manages vast numbers of trees over a large area and within many varied landscape contexts. All trees may pose some level of risk to nearby people, structures and assets. Typically, this risk is minimal and is far outweighed by the environmental, social and economic benefits of the tree.

The purpose of the Tree Risk Management Plan (TRMP) is to enable Council to manage the risk to people and assets caused by the failure of trees that are managed or maintained by Council.

The Tree Risk Management Plan establishes:

- the timeframe for inspection of trees to identify or assess a hazard or defect that poses a risk
- the circumstances in which intervention action is to be taken with respect to removal of hazards
- the period of time within which the intervention action is to be taken.

The TRMP is designed to work in conjunction with the Road Management Plan.

### Recommendation

That Council adopt the Tree Risk Management Plan as attached at Appendix 1.

### Report

### Background

The Tree Risk Management Plan (TRMP) is an action to address *Surf Coast Shire Enterprise Risk – Damage caused by the failure of trees to assets or people*, as well as addressing the recommendations from the coroner's office regarding local governments responsibility in the management of trees from their finding into death inquest (Court Reference 2013/6032) of a child in Bendigo who was killed as a result of a falling tree limb. This also takes in to consideration the response from the Municipal Association of Victoria (MAV) in regards to the coroner's findings and recommends that all local governments have a detailed management plan for how they will manage tree risk.

The Tree Risk Management Plan has been developed to work in conjunction with the recently adopted Road Management Plan (RMP) and follows the same format in addressing risk through proactive and reactive inspections as well as setting intervention actions response times.

### Discussion

The purpose of the Tree Risk Management Plan is to outline Council's intended management of the risk associated with trees on Council owned or maintained land.

Council's management of trees needs to consider both the tree itself as well as the impact on people and assets. An important element of the management of trees on Council owned or maintained land relates to how Council identifies and addresses hazards or defects that trees may pose. When Council establishes its approach to tree risk management it needs to consider its obligations and its capacity as well as the needs of the public.

The Tree Risk Management Plan establishes:

- the timeframe for inspection of trees to identify or assess a hazard or defect that poses a risk
- the circumstances in which intervention action is to be taken with respect to removal of hazards
- the period of time within which the intervention action is to be taken.

Council is not responsible for all trees within the municipality and the Tree Risk Management Plan only applies to trees on Council owned or managed land.

### Financial Implications

Council has allocated an additional \$50K in 2017/18 to improve the way that Council manages tree risk. This funds additional proactive inspections and necessary remedial works identified from the inspections. It is anticipated that similar allocations will be required in future years to maintain a proactive inspection and remedial works regime in keeping with the TRMP.

### Council Plan

Theme 1 Community Wellbeing
Objective 1.3 Improve community safety

Strategy 1.3.1 Understand community safety issues and needs, and design an appropriate local

response

### Policy/Legal Implications

A catalyst for the development of the TRMP are the recommendations from the coroner's office regarding local government's responsibility in the management of trees and the Municipal Association of Victoria (MAV) response to these recommendations.

### Officer Direct or Indirect Interest

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

### Risk Assessment

The TRMP addresses Council's Enterprise Risk 30 – Damage caused by the failure of trees to assets and people.

It is not possible to limit all risk associated with trees, however, the TRMP aims to minimise the likelihood of a negative occurrence (e.g. a tree limb falling on a pedestrian which could result in serious injury or death).

Failure to adopt a plan leaves Council without documented evidence of its approach to managing tree risk. Quite aside from the potential injurious impacts of an occurrence, Council would bear a significant risk of legal action and any accompanying financial and reputational cost.

### Social Considerations

Ensuring public confidence when utilising open space and facilities in the approach Council is taking in the management of tree risk.

### Community Engagement

No community engagement.

### **Environmental Implications**

Surf Coast Shire staff and contractors will follow Australian Standard AS 4373-2007 Pruning of Amenity Trees when undertaking these works. This will ensure correct arboricultural techniques will be used when undertaking works on trees to maximise their health and condition to retain high quality trees on Council owned and maintained land.

### Communication

Approved Tree Risk Management Plan will be made available on Council's website.

### **Options**

### Option 1 – Adopt Tree Risk Management Plan

This option is recommended by officers in accordance with the rationale included in the body of the report.

### Option 2 – Adopt Tree Risk Management Plan with changes

Councillors could alter the hierarchy of facilities and spaces or the timeframes for proactive inspection or reactive response. This is not recommended as these have been included in their current form in the plan on the basis of subject matter expert input and with regard to Council's current resources (plus the anticipated \$50k per year identified in the financial impacts section of this report). Alteration of the parameters of the plan would require investigation to fully understand their impacts. Should this option be considered appropriate, a deferral of the adoption of the plan is recommended.

### Option 3 – Do Not Adopt a Tree Risk Management Plan

It is not advisable to continue to operate without a Tree Risk Management Plan as this exposes the public to greater risk and Council to legal action should an event occur.

### Conclusion

The Tree Risk Management Plan has been developed to position Council to manage risk associated with trees on Council-owned and managed land.

# APPENDIX 1 SURF COAST SHIRE - TREE RISK MANAGEMENT PLAN 2017-21 - DRAFT



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# 1. Introduction

#### 1.1. Background

The Surf Coast Shire municipality covers an area of 1,556 square kilometres with a seasonally variable resident population of around 30,445. In addition, it was recorded in the 2015/2016 financial year that Surf Coast Shire had 2.16 million visitors to the municipality including day trippers, overnight visitors and international visitors.

Surf Coast Shire is renowned for the rich diversity and maturity of trees found within its streetscapes, parkland, bushland areas, coastal areas and private gardens.

Council manages vast numbers of trees over a large area and within many varied landscape contexts. All trees may pose some level of risk to nearby people, structures and assets. Typically, this risk is minimal and is far outweighed by the environmental, social and economic benefits of the tree.

The sheer quantity of trees across the municipality prohibits an individual tree assessment approach. The time involved to inspect and then program works would be extensive and prohibitively expensive for Council.

As such, Council has developed a Tree Risk Management Plan to:

- Establish a management system for the inspection and treatment of trees; and
- Set inspections intervals and response times for dealing with any issue relating to trees

Council is not responsible for all trees in the municipality and for the purpose of this Tree Risk Management Plan, "trees" means "Council managed trees on land which is managed and maintained by Council".

Successful tree management:

- Demonstrates an understanding of the dynamic nature of trees
- Understands the aesthetic and safety requirements of trees.
- Appreciates there is a differing public attitude and perception to the environment.
- · Commits to engaging and working with the community.

# 1.2. Purpose of Tree Risk Management Plan

The purpose of the Tree Risk Management Plan is to set out a system for Council to inspect, identify and evaluate structural defects and stability in trees, and then program and undertake maintenance works for those trees.

Local Government Authorities (LGA) have responsibility for maintaining the safety of large tree populations, and also to address the community's perceptions of the risk posed by 2017 Tree Risk Management Plan

1 | P a g e

trees. To optimise the use of resources for tree risk mitigation and attend to public fears a tree risk management plan is required (*Pokorny 2003, Tree Management Office 2013*).

All avenues and stands of trees have a finite lifespan and at some point in time trees need to be removed and replaced.

A broader, systematic and proactive approach to tree assessment is recommended that prioritises works on hazard trees based on the establishment of tree risk. A tree risk management program provides a systematic process for scheduling and inspecting trees, enables the prioritisation of works based on perceived risk, and allows judicial use of community resources.

The Tree Risk Management Plan is an action to address *Surf Coast Shire Enterprise Risk* – *Damage caused by the failure of trees to assets or people*, as well as addressing the recommendations from the coroner's office regarding local governments responsibility in the management of trees from their finding into death inquest (Court Reference 2013/6032) from the fatality caused by a large tree limb as well as the response from the Municipal Association of Victoria (MAV) in regards to the coroner's recommendations.

Maintenance of council managed trees is undertaken in line with Council's service level agreements and relevant Australian Standards.

The Tree Risk Management Plan:

- Sets timeframes for inspection of trees in order to identify or assess hazards or defects (refer to Tables 5 and 6).
- Identifies which hazards or defects will require remedial works.
- The circumstances in which intervention action is to be taken with respect to removal of hazards or repair defects (refer to Table 6); and
- Sets timeframes for intervention action to be undertaken (refer to Tables 5 and 6).

Compliance with the Tree Risk Management Plan will contribute to Council's evidence of duty of care for the community.

# 1.3. Guiding Principles

Public safety will be maintained through the use of generally accepted professional practices of tree evaluation and treatment in order to reduce risk associated with hazardous trees to an acceptable level.

# Council will:

 Utilise a program of systematic tree assessment and best practice tree management to mitigate tree risk for nearby people, structures and assets.

- Maintain accurate and current documentation on the management of Council's tree
  assets
- Maintain high standards of tree management to current best practice and recognised standards
- Provide adequate resources to ensure proper tree management to mitigate risk potential.

#### 1.4. An achievable plan

It is important to both the general public and ratepayers that the Tree Risk Management Plan is achievable. The development of the Tree Risk Management Plan has considered information available to Council regarding its financial and non-financial resources, historical performance and has been developed though discussion with the people that deliver the day-to-day services for Council to ensure that targets and timeframes are achievable.

#### 1.5. A readable plan

The Tree Risk Management Plan helps the community to understand how Council will manage tree risk. It is structured and written using simple language where possible. The Tree Risk Management Plan presents information in tables where practical and incorporates a number of photos and diagrams to explain some of the more technical terms.

# 2. Roles of the Tree Management Authority

# 2.1 Council

Council is the Responsible Authority for all trees on land managed and maintained by Council.

# 2.2 VicRoads

VicRoads is the Coordinating Road Authority for all State Roads.

Council is responsible for managing trees within the declared townships boundary road reserves where VicRoads is the Coordinating Road Authority.

#### 2.3 Other Stakeholders

Other stakeholder groups who may be responsible for or impacted by trees include:

- The general public including users of open space, facilities and road reserves.
- Residents and businesses adjoining land managed and maintained by Council.
- State and Federal Governments and agencies (e.g. Department of Environment, Land, Water and Planning - DELWP) which provide consent, guidance and support in the management of the trees.
- Section 86 Committees of Management

In the absence of any specific arrangements or agreements, DELWP, VicRoads, Parks Victoria, Great Ocean Road Coast Committee (GORCC) and other agencies have management responsibilities of trees on their land.

# 3. Scope of the Tree Risk Management Plan

# 3.1 What does the Tree Risk Management Plan address?

Tree risk management within the Surf Coast Shire encompasses a broad range of tree related issues. The Tree Risk Management Plan provides an overview for the management of trees on Council managed land.

This document is intended for use by staff dealing with issues relating to trees on Council managed land and as a document that can be referred to by the community.

This Tree Risk Management Plan will provide guidance to staff inspecting trees when looking for hazards and defects including:

- (i) Canopy failure
- (ii) Trunk failure
- (iii) Root plate failure

# 3.2 What does the Tree Risk Management Plan not address?

Things out of scope of the Tree Risk Management Plan include:

- Tree planting
- Tree selection, planting and establishment overview
- Community consultation
- Tree pruning
- Tree support systems
- Protection of trees during construction
- Tree root management
- Management of Pests, Disease, Animal and Weed Species
- Assigning a monetary tree value
- Tree removals
- Street trees and new vehicular crossovers
- Trees on private roads and private property
- Trees on Crown Land not managed by Council

# 4. Implementation of the Tree Risk Management Plan

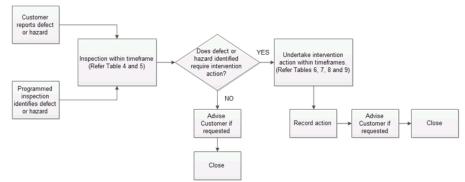
# 4.1 Systems, processes and skills required to implement the Tree Risk Management Plan

Council recognises that establishing targets in the Tree Risk Management Plan does not ensure their achievement. As part of the development of this Tree Risk Management Plan, Council's tree management processes have been reviewed. The systems that support these processes have been aligned to the targets set in the plan and Council staff have been engaged to assure that there is both an understanding and appreciation of the role and importance of the Tree Risk Management Plan in Council's day-to-day operations.

Council's commitment to implementation of the Tree Risk Management Plan includes:

- Systems and processes that align to the timeframes established in this Tree Risk Management Plan;
- Relevant officers will be trained to ensure understanding of the existence, intent and delivery of the Tree Risk Management Plan and that annual refresher training will be
- Opportunities to improve the standards, understanding and implementation of the Tree Risk Management Plan, particularly noting opportunities emerging through new technology and Digital Transformation.

Figure 1 – Process for actioning identified hazards and defects



# 4.2 Reviews of the Tree Risk Management Plan

The Tree Risk Management Plan will be reviewed every five years.

Council may also choose to review its Tree Risk Management Plan if:

- there is new legislation in managing tree risk;
- there is an issue identified with the Tree Risk Management Plan;

- · there is an issue identified with Council's performance against the plan; or
- Council's capacity to meet its obligations under the plan change substantively.

# 4.3 Suspension of the Tree Risk Management Plan

Although Council will make every endeavour to meet all aspects of the Tree Risk Management Plan, Council reserves the right to suspend compliance during extreme events. Pursuant to Section 83 of the Victorian Wrongs Act (1958), Council's obligations may be suspended in the event of:

- Natural disasters including extreme wind/storm events, floods, fires, droughts, etc.
- Human factors such as unavailability of Council staff or qualified Contractors.
- Any other major event beyond the control of Council.

In such circumstances, the General Manager Culture and Community may deem that the requirements of Council's Tree Risk Management Plan cannot be satisfied and will seek the Chief Executive Officer's approval to suspend all, or part of this Tree Risk Management Plan. The General Manager Culture and Community will advise the Chief Executive Officer which activities and response times in the Tree Risk Management Plan cannot be achieved.

If the Tree Risk Management Plan is suspended, the Chief Executive Officer will:

- Ensure that there is a record of when the Tree Risk Management Plan is suspended and the circumstances that led to the suspension;
- · Determine whether interim timeframes and responses will apply;
- Determine which parts of the Tree Risk Management Plan are to be reactivated and when; and
- Ensure that there is a record of when the Tree Risk Management Plan is reactivated.

In the event that the Chief Executive Officer suspends all or part of the Tree Risk Management Plan, Council will issue a public notice to advise residents about the suspension or reduction of services under the Tree Risk Management Plan.

#### 4.4 Extreme or Code Red Days

Council's priority on any day declared as Extreme or Code Red by the Country Fire Authority is for the safety of its employees, Councillors, contractors and volunteers. On these days, Council's Code Red and Extreme Fire Danger Policy will apply and have precedence over any aspect of the Road Management Plan.

Council Services in all areas, except the Civic Offices, will not be provided on days declared as Code Red.

Council Services in Highest Risk Areas during Highest Risk Times will not be provided on days declared as Extreme in the Surf Coast Shire.

Council Services based in all other areas on days declared as an Extreme will be provided unless:

- Staff required to provide these services have to travel through Highest Risk Areas at Highest Risk Times; or
- Emergency Services advise it is unsafe to provide Council services.

# 5. Tree risk management procedure

The first step in a risk management program for public trees within Surf Coast Shire is:

- to understand what the assets include and where the risks lie;
- to inspect the trees within the assets and perform maintenance to address the risk issues within a reasonable timeframe; and
- to maintain a record of the inspections and the subsequent maintenance.

While it is not possible to avoid all risks associated with trees, it is possible to implement scheduled asset tree inspections in order to have a proactive tree management system that identifies and mitigates future incidents rather than a reactive system that attends to incidents as they occur.

Council uses a systematic process for the allocation of resources for the assessment and management of trees on Council managed land. It is cost prohibitive to continually assess and monitor all the trees. Rather, Council uses a system that prioritises tree assessments and maintenance works based on levels of risk. Based on these defined levels of risk a scheduled program of inspections is recommended, so that, given time, all sites within the municipality will have been inspected at varying levels of detail.

The scheduling of inspections does not negate the customer request system available to residents and other stakeholders for requesting work on trees. The works produced from tree requests, once inspected, can be prioritised according to the level of risk.

Council managed facilities and properties that contain trees are allocated into risk zones. The zones, categorised as Very High Risk, High Risk, Moderate Risk, Low Risk and Very Low Risk, designate how these areas are to be treated with regard to the type and timing of scheduled tree inspections. The zones are based on the tree resource and the occupancy of the area surrounding the trees.

The risk zone determines the timing of scheduled tree inspections of Council assets; see Table 1

Ground based inspection of trees will determine if there are any trees that are hazardous and therefore, require maintenance works or a more detailed inspection. This inspection would be recorded in Council's Asset Management System.

This inspection will record and detail relevant information as to the location, species, size, health and structure of trees requiring maintenance works. This process involves a consistent, repeatable inspection process to identify and evaluate hazards within the trees. This assessment is also used for inspections performed through the works request system and for planning application requests. The tree inspection reports will also determine the priority for works required from the inspection.

The inspection does not record data in Council's Asset Management System of individual trees that are inspected but <u>do not</u> require any maintenance works.

Utilising this process, open space, facilities and road reserves assets containing trees will be inspected based on a scheduled basis. The inspections will generate maintenance works that will be prioritised. Priority for completing the works could vary within a site based on Risk Zone and Target Potential (if a tree fails what is the likelihood of the tree impacting people or property). For example, trees requiring work near facilities would be completed before those in open space or low use areas.

Implementation of scheduled asset tree inspections, with follow-up maintenance if required, shifts the activities of managing the tree resource from reacting to incidents as they occur, to proactive management to mitigate future incidents.

## 6. Risk Zones and categories

To assist Council with the prioritising of scheduled inspections, all Council assets with trees that require inspection are allocated into tree risk zones.

Determining the level of risk for each asset and therefore the corresponding zone is based on:

- Public use and occupancy patterns within public areas, which could be considered to be low, moderate or high.
- Tree resource characteristics, including tree condition, such as species characteristics or age, and location factors. For example, the position of trees in relation to areas used by the public.

Table 1 below presents the risk classification of assets within the Surf Coast Shire.

Table 1: Tree risk zone categories (Adapted from Pokorny 2003).

| Risk Zone      | Park/Facility/Road<br>Hierarchy | Category   |
|----------------|---------------------------------|--|
| Very High Risk | Facilities                      | Council buildings or facilities including car parks, kindergartens, sporting clubrooms, community buildings and gardens, depots and transfer stations.   |
| High Risk      | P1                              | High Profile Streetscapes – Areas which require a high level of maintenance and input with regard to labour, equipment, materials and other resources. The standard of presentation and aesthetics is high. Included are important recreational areas and active sporting grounds. |
|                | Lorne Urban Road<br>Reserves    | All council managed road reserves within the urban township<br>boundary in Lorne. This is based on topography, tree species and<br>site conditions.  |
| Moderate Risk  | P2                              | District Parks – Areas which require a lower level of input when compared to the higher level. Recreational areas which are of less significance and importance and that need to be maintained to a medium level of service.   |
|                | Urban Road<br>Reserves          | All council managed road reserves within Surf Coast Shire urban townships excluding Lorne.   |
| Low Risk       | P3                              | These areas often have significant Low Use Open Space Areas which require grass control or other works on a seasonal basis mainly for the control of fire hazards. These areas often have significant conservation values which need to be recognised and protected.               |
| Very Low Risk  | Rural Road<br>Reserves          | All council managed rural road reserves within Surf Coast Shire  |

# 6.1 Open Space and Facilities

High-use parks will be inspected on a more regular basis than moderate to low use parks. There will also be areas within particular open space (parks / reserves / sports grounds) that will present a higher risk due to tree type, condition and location. For example, trees around a playground, toilet block or car park, may present higher risk than trees on the periphery of the space, adjacent to semi-natural areas where occupancy rates are lower and targets are low.

Facilities that attract high public use and are within the fall-zone of an adjacent tree will be routinely inspected on an annual basis, e.g. playgrounds, pavilions and picnic facilities.

The general open space areas in high-use parks will be routinely inspected on a three-year cycle. All areas within a site will be inspected at that time. Assessment of the trees and the level of work required will be based on the targets near the tree and the level of risk. A quantified assessment to establish tree risk can be used to determine risk thresholds.

#### 6.2 Road Reserves

Urban road reserves will be inspected on a five year basis with the exception of the Lorne Township's urban road reserves due to the tree species, topography, site conditions and historical evidence; these are considered high risk and will be inspected on a three year basis.

Trees on rural road reserves will not be routinely inspected as they are considered a very low risk. This is due to the relatively smaller volume of vehicles using rural roads and their relatively high speed of travel when compared to urban roads.

For inspection and clearance guidelines for trees and vegetation within Council's Road Reserves and at intersections, refer to Appendix C and D Surf Coast Shire Council's Road Management Plan.

# 7. Tree Risk Assessment methods

Tree risk assessments (inspections) within the municipality will be undertaken by qualified and experienced arborists that can demonstrate good judgement based upon sound arboricultural knowledge utilising Tree Risk Assessment Qualification (TRAQ) assessment tool or similar.

Tree risk assessment methods generally consider three components of tree failure: risk-target value, probability of failure, and impact potential. All tree details and risk assessment information is to be documented.

The underlying principles of the tree assessment are reiterated in the Visual Tree Assessment (VTA) method developed by Mattheck and Breloer (1997).

The VTA is a method of evaluating structural defects and stability in trees. The first stage is the visual inspection of the tree for defect symptoms and vitality. If problems are suspected on the basis of symptoms a thorough examination is carried out. If a defect is confirmed it could be measured or further diagnostic work undertaken. For example, testing the strength of the defective tree part, root plate investigation, or pathogen identification.

#### 7.1 Drive-by / Windshield assessment method

The assessment of roads can initially use a drive-by / windshield inspection method. One person drives a vehicle slowly along the road while another person inspects and records the trees. Drive-by inspections could use two passes along the road. The first pass is to get a feel for the tree condition/value and the second to evaluate and record the trees that require

work. Windshield surveys are most efficient when the arborist is looking for one or two particular tree characteristics.

The assessment aims to identify visual indicators of faults or road clearance issues, which suggest a tree requires further inspection. The method is limited in that it can only assess defects that are visible from the road, as only that side of the tree will be visible. Furthermore, even on the visible side, small defects, such as narrow cracks or girdling roots, may not be apparent. Rooney et al. (2005) compared the reliability of windshield inspections to walk through inspections. They found that the reliability of identifying highly hazardous trees with the windshield method was as high as 89%, but the inclusion of less hazardous defects decreased the reliability to as low as 58%. In short, the method is better in picking major, more visible hazards than minor hazards.

Given the resource limitations of some communities, drive-by / windshield inspections can provide a cost-effective approach to assess large areas or long sections of roadside vegetation. This method may also be useful after storms, where damage to trees or fallen branches may be visible from the road.

The main factor in deciding when and where to use the windshield survey is efficiency. Some limitations of the survey method are outlined below:

- The windshield survey works better in low-traffic areas than in high-traffic areas as
  the drivers and assessors are concerned about the traffic. In high-traffic areas,
  walking or using other means, such as a bicycle to move from tree to tree, would be
  advisable.
- Poor weather conditions can limit visibility and delay assessment schedules.
- If the trees are not well maintained the method may not be suitable due to the volume
  of work it generates or that some tree defects may be missed, a thorough street tree
  inventory may be the best choice. If the trees are reasonably maintained, the
  windshield survey could be used just to locate quickly developing hazardous
  conditions such as hanging branches or recent storm damage.

The drive-by / windshield inspection method can also be used for the regular update of streetscape conditions for the development of planting programs.

# 7.2 Ground inspection assessment method

Ground inspections of trees can be used for scheduled tree inspections of Council managed properties and parks. The method can also be used to undertake more detailed inspections of street trees. The process consists of a walk through inspection of trees located in a site. In remote sites in may only be necessary to inspect trees within striking distance of a target.

The inspection is based on overt, visual indicators of faults that suggest a tree requires further inspection. Trees should be inspected from all sides for indicators of tree defects, not limited to (adapted from Pokorny 2003):

Other considerations are altered growing conditions. For example, excavation or increased exposure. This method may not detect all problems with all trees, yet it should identify the majority of major faults or those most likely to cause harm.

#### 7.3 Additional inspections

If required, the initial tree inspection can lead to additional assessments. For example:

- A quantified risk assessment, which involves recording of the target value and occupancy rates to determine a probability of harm;
- · An aerial inspection of the tree crown;
- · Root plate investigation;
- Diagnostic works, e.g. pathogen identification, decay detection.

# 7.4 Quantified risk assessments

It may occasionally be necessary to further define the level of risk using a numerical or quantified tree assessment method. This component can help identify acceptable risk levels and priority for action.

These detailed risk assessments estimate the degree of risk associated with a given tree to fail and potentially injure persons or damage property. There are many evaluation systems that rate the risk of damage or injury posed by a defective tree or tree part Paine (1971), Helliwell (1990, 1991), and Matheny and Clark (1994), Forbes-Laird (2007) and Ellison) 2005). Some systems define a numerical risk value while others are categorical, e.g. low to very high.

As far as hazards are concerned, the need is to be able to quantify them and any associated risk, so that the risk can be kept within acceptable or reasonable limits, without implementation of disproportionate risk control measures, e.g. unnecessary tree removal. The use of quantification in the assessment of tree hazards will enable tree managers to operate, as far as is reasonably practicable, to a predetermined limit of reasonable or acceptable risk.

Once a threshold has been reached, according to a particular risk assessment method, action can be instigated to mitigate the risk or the quantified level of tree risk can be presented to appropriate Council Officers for a decision on the management of the tree.

# 8. Programmed and Emergency Works

#### 8.1 Programmed works

Tree maintenance works identified through the tree risk management process will be recorded and scheduled for works. Completed works will be documented and recorded with the tree inspection details.

#### 8.2 Emergency work - Immediate hazard

Emergency work is defined as tree removal required due to the immediate risk of damage to property or personal safety as deemed by a suitably qualified person. A tree must only be removed as emergency work if it is considered to be hazardous or structurally unsound and is likely to fail in the immediate future and there is a potential target.

A record of trees removed under the emergency work provisions will be maintained to ensure replanting occurs, where replacement is appropriate.

# 9. Quality Management

# 9.1 Documentation systems

The key to the success of tree risk management program is accurate and current documentation. Accurate recording of all aspects of Council's tree assets provides management with clear information on the resource being managed and enables the tracking of issues related to specific trees.

Council will develop and implement recording systems either in line with current systems (e.g. the Asset Management System), or independently to document and record information related to the tree asset. The system should address the following requirements:

- A clear documented procedure for inspection of assets and trees detailing relevant information as to the location, species, size, health and structure of public trees within the Shire.
- A documented system of logging customer requests or notification of problems.
- A documented system for assessing and prioritising the risk posed by identified trees.
- A documented system for addressing the risks posed through appropriate maintenance procedures for abating risks identified consistent with the general financial constraints upon the authority having regard to its general responsibilities.

Adapted from Gardner (2005)

## 9.2 Method of review

In line with AS/NZS 4360:2004 (Risk Management) ongoing review is essential to ensure that tree risk management remains relevant. Factors that affect the likelihood of inspection activities may change. For example, severe drought may cause rapid tree decline prompting the need for more frequent inspections. Similarly, knowledge gained through experience and

13 | Page

implementation of tree management could provide beneficial insights and allow refinement of tree risk management.

Monitoring and review also involves learning lessons from the risk management process, by reviewing events, the treatment plans, and their outcomes. The tree risk management program will be reviewed every five years. The process will include reassessment of Council's asset classification into risk zones, and evaluation of the tree inspection and assessment methods and recording processes.

# 10. Park Hierarchy Classification

Council has developed a hierarchy for parks (all parcels of open space) through the Land Management System. The Land Management System identifies the level of service provided to a park and this will depend in part on its park hierarchy classification.

Table 2: Facility, Park and Road Reserve Hierarchy Classification (Refer to Open Space Register for classification)

| Hierarchy     | Description  |
|---------------|--|
| Facilities    | Council buildings or facilities including car parks, kindergartens, sporting clubrooms, community buildings and gardens, depots and transfer stations.   |
| P1            | High Profile Streetscapes – Areas which require a high level of maintenance and input with regard to labour, equipment, materials and other resources. The standard of presentation and aesthetics is high. Included are important recreational areas and active sporting grounds. |
| P2            | District Parks – Areas which require a lower level of input when compared to the higher level. Recreational areas which are of less significance and importance and that need to be maintained to a medium level of service.   |
| P3            | These areas often have significant Low Use Open Space Areas which require grass control or other works on a seasonal basis mainly for the control of fire hazards. These areas often have significant conservation values which need to be recognised and protected.               |
| Road reserves | Trees identified with a medium or high hazard rating in urban road reserves.   |

# 11. SETTING SERVICE LEVELS

# 11.1 Principles and Risk Management Philosophy

A key principle of the Tree Risk Management Plan is the minimsation of tree safety hazards. In the application of this principle, Council has taken a risk management approach to the development of timeframes and intervention levels that apply to the inspection and remedial works of hazards and defects to trees.

The hazards and defects, intervention levels and timeframes documented in this Tree Risk Management Plan have considered:

- The anticipated pedestrian volumes of different classification of Open Space;
- The likelihood that a particular type or extent of defect or hazard may contribute to an incident resulting in harm to persons or damage to property; and
- . The potential harm that might be experienced in the event of an incident.

The above considerations are balanced with the cost to the community of tree management.

The above principles and considerations are reflected in the nominated timeframes and intervention levels outlined in Tables 4 and 5.

# 11.2 Community considerations

Council sets levels of service for its open space in accordance with the needs of the community. To do this Council uses various techniques to identify those needs, then considers those needs within the overall context of its tree risk management resources.

Techniques to identify the community needs include:

- · Community Satisfaction Measurement Survey;
- Council's Customer Service Request system data.

# 11.3 Financial and non-financial considerations

To evaluate its resources, Council's considerations include:

- Level of service (Parks and Open Space Service Level Agreement).
- · Annual budget for both recurrent and capital works expenditure.

## 11.4 Inspection and required action commitments

Council undertakes regular inspections of trees as part of the Tree Risk Management Plan. The table below outlines the definition and purpose of each inspection type.

Table 3: Inspection types

| Inspection Type       | Definition and Purpose   |
|-----------------------|--|
|                       | ·  |
| Reactive inspection   | <ul> <li>Inspections undertaken in response to notification to council by<br/>members of the community.</li> </ul>                             |
|                       | These inspections allow Council to program required works.   |
|                       | Inspection undertaken specifically to identify deficiencies in the   |
|                       | structural integrity of the various components of tree, which if untreated, are likely to adversely affect the level of risk to public safety. |
| Programmed Inspection | Inspection undertaken in accordance with a programmed inspection schedule.   |
|                       | These inspections determine if the tree complies with the levels of service as specified in the Service Level Agreement.                       |
|                       | Inspection undertaken specifically to identify deficiencies in the<br>structural integrity of the various components of the tree, which if     |
|                       | untreated, are likely to adversely affect the level of risk to public safety.  |
| Incident Inspection   | This inspection enables an incident condition report to be prepared  |
|                       | for use in legal proceedings and the gathering of information for the  |
|                       | analysis of the causes of the incident and the planning and  |
|                       | implementation of the tree management and safety measures.   |



# 12. INSPECTION FREQUENCY

An inspection regime has been established for all Trees as part of the Tree Risk Management Plan. The frequency of the inspections is greater for high risk trees that fall within high risk areas (higher classification and usage).

The frequency of the inspections is greater for trees of higher classification and usage. The schedule set out in the table below and identifies the frequency that inspections must take place.

For the purpose of the following tables, Council defines "days" as usual business days, excluding weekends, public holidays, and common rostered days off.

The schedule set out in the table below identifies the frequency that inspections must take place.

Table 4: Inspection regime / schedule for trees

|            |                | Inspection program and/or response time |                |                |                |               |
|------------|----------------|---|----------------|----------------|----------------|---------------|
| Inspection | Hazard         | Facilities                              | P1             | P2             | P3             | Road          |
| type       |                |   |                |                |                | reserve       |
| Reactive   | Canopy failure | Respond by                              | Respond by     | Respond by     | Respond by     | Respond by    |
|            | (Broken,       | inspecting                              | inspecting     | inspecting     | inspecting     | inspecting    |
|            | hanging        | within four                             | within four    | within four    | within four    | within four   |
|            | branch)        | hours and                               | hours and      | hours and      | hours and      | hours and     |
|            | Trunk failure  | implement                               | implement      | implement      | implement      | implement     |
|            | Root plate     | temporary                               | temporary      | temporary      | temporary      | temporary     |
|            | failure        | repairs or                              | repairs or     | repairs or     | repairs or     | repairs or    |
|            |                | signage as                              | signage as     | signage as     | signage as     | signage as    |
|            |                | required.                               | required.      | required.      | required.      | required.     |
| Reactive   | Other defects  | Respond by                              | Respond by     | Respond by     | Respond by     | Respond by    |
|            | as listed on   | inspecting                              | inspecting     | inspecting     | inspecting     | inspecting    |
|            | Table 6        | within five                             | within five    | within five    | within five    | within five   |
|            |                | days and                                | days and       | days and       | days and       | days and      |
|            |                | implement                               | implement      | implement      | implement      | implement     |
|            |                | temporary                               | temporary      | temporary      | temporary      | temporary     |
|            |                | measures as                             | measures as    | measures as    | measures as    | measures as   |
|            |                | required.                               | required.      | required.      | required.      | required.     |
| Programmed | Refer to       | Based on the                            | Based on the   | Based on the   | Based on the   | Based on the  |
| rogrammea  | Council's      | maintenance                             | maintenance    | maintenance    | maintenance    | maintenance   |
|            | Service Level  | program, but                            | program, but   | program, but   | program, but   | program, but  |
|            | Agreement.     | at least every                          | at least every | at least every | at least every | at least even |
|            |                | twelve                                  | three years.   | five years.    | ten years.     | three years i |
|            |                | months.                                 |                |                |                | Lorne and fiv |
|            |                |   |                |                |                | years for all |
|            |                |   |                |                |                | other urban   |
|            |                |   |                |                |                | road reserve  |

# 13. INSPECTION, INTERVENTION AND REPAIR TIMELINE

Council carries out hazard removal works on its trees. These works are programmed after the identified defects have been received via:

- Regular inspections as described above.
- Community and other requests for works. These are inspected prior to programming.

Table 5: Action timelines

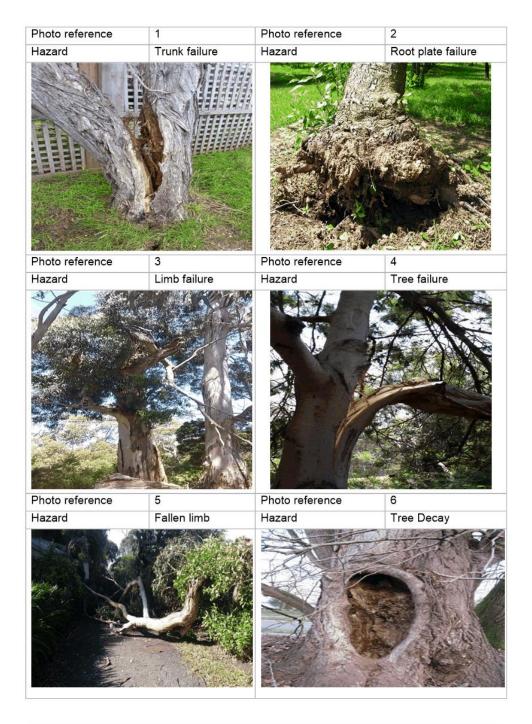
| Hazard                                     | Intervention            | Facilities    | P1               | P2                | P3                 | Road<br>reserve |
|--|-------------------------|---------------|------------------|-------------------|--------------------|-----------------|
| Tree failure<br>(canopy, trunk or<br>root) | Remove hazard           | within 5 days | within 5<br>days | within 20<br>days | within 60<br>days  | within 5 days   |
| Fallen tree or limb                        | Remove hazard           | within 5 days | within 5<br>days | within 60<br>days | within<br>120 days | within 5 days   |
| Illegal<br>structures                      | Remove structure hazard | within 5 days | within 5<br>days | within 5<br>days  | within 5<br>days   | within 5 days   |

# APPENDIX A - EXAMPLES OF HAZARDS AND DEFECTS

# 13.1 Types of defects

Table 6 - Types of defects

| Defect            | Description  |
|-------------------|--|
| Dead tree         | A dead tree or branches.   |
| Decline           | Reduced vigour, crown thinning or dieback.   |
| Decay             | Wood that has rotten or is missing from trunk or major structural branches, includes cavities, holes, open cracks, bulges or fungal fruiting bodies.                 |
| Crack             | A split through the bark into the wood where the wood has separated, in the trunk or major branches.   |
| Root problems     | Inadequate anchorage of the roots. Includes dead, severed, decayed, or girdling roots, trunk lean, or evidence of soil root movement, soil movement or soil lifting. |
| Canker            | An area where the bark or cambium are dead on trunk or branches  |
| Weak branch union | An epicormic branch attachment or branch union with included bark includes co-dominant stems or unions of large branches. Pronounced collar formation.               |
| Poor architecture | Growth patterns indicate structural imbalance or weakness in the branch, stem or tree.   |



# APPENDIX B - SAMPLES OF HEIRARCHY

Facility: (Lorne Kindergarten)





Facility - Council buildings or facilities including car parks, kindergartens, sporting clubrooms, community buildings and gardens, depots and transfer stations.



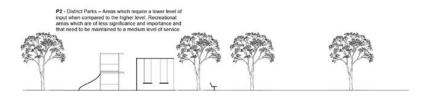
# P1: Anglesea Shopping Precinct





# P2 - Saranbande Reserve





P3: E.F. Guye Reserve Winchelsea



P3 - These areas often have significant Low Use Open Space Areas which require grass control or other works on a seasonal basis mainly for the control of fire hazards. These areas often have significant conservation values which need to be recognised and protected.



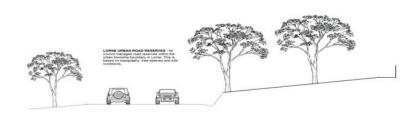
# URBAN ROAD RESERVE : Surf Coast Hwy/Geelong Rd Torquay





# LORNE URBAN ROAD RESERVE: (Mountjoy Parade)





# 7. URGENT BUSINESS

Nil

# 8. PROCEDURAL BUSINESS

# 8.1 Advisory Committee Minutes

Author's Title:Administration OfficerGeneral Manager:Anne HowardDepartment:GovernanceFile No:F17/285Division:Governance & InfrastructureTrim No:IC17/180

Appendix:

1. Audit & Risk Committee Meeting Minutes – 7 September 2017 (D17/110855)

 Municipal Emergency Management Planning Committee Meeting Minutes - 24 August 2017 (D17/97363)

| Officer Direct or Indirec                                   | t Conflict of Interest: | Status:  |    |  |
|---|-------------------------|--|----|--|
| In accordance with Local Government Act 1989 – Section 80C: |                         | Information classified confidential in accordance with Local Government Act 1989 – Section 77(2)(c): |    |  |
| Yes Reason: Nil   | ⊠ No                    | Yes Reason: Nil  | No |  |

# **Purpose**

The purpose of this report is to receive and note the minutes of the Advisory Committee meetings as appended.

# **Summary**

The minutes provided in this report are draft unless otherwise identified. Committees do not re-issue minutes if any corrections are made at the time of adoption, rather note these corrections in the agenda item confirming adoption of the minutes at the following committee meeting.

Any corrections to draft minutes of material significance made by the committees will be provided to Council for noting in a subsequent report.

# Recommendation

That Council receive and note the minutes of the following Advisory Committee meetings:

- 1. Audit & Risk Committee Meeting 7 September 2017.
- 2. Municipal Emergency Management Planning Committee Meeting 24 August 2017.

# 8.1 Advisory Committee Minutes

# APPENDIX 1 AUDIT & RISK COMMITTEE MEETING MINUTES - 7 SEPTEMBER 2017



# Minutes

# Meeting of the Audit & Risk Committee Thursday, 7 September 2017

Held in the
Council Chambers

1 Merrijig Drive, Torquay
Commencing at 9.00am

(Members only / Internal and External Auditors session commencing at 8.30am)

07 September 2017 Page **2** 

#### MINUTES FOR THE AUDIT & RISK COMMITTEE MEETING HELD IN THE COUNCIL CHAMBERS, 1 MERRIJIG DRIVE, TORQUAY ON THURSDAY 7 SEPTEMBER 2017 COMMENCING AT 9.00AM

# MEMBERS ONLY / AUDITORS (INTERNAL & EXTERNAL) SESSION (Commencing at 8:30am):

#### PRESENT:

# **Committee Members:**

Cr Clive Goldsworthy
Cr Margot Smith (via teleconference until 9:30am)
Brian Keane (Chair) (Term expires 01/02/2020)
Melissa Field (Term expires 01/02/2020)
John Gavens (Term expires 27/01/2018)
Debra Russell (Term expires 27/01/2018)

#### In Attendance:

Keith Baillie – Chief Executive Officer
Anne Howard – General Manager Governance & Infrastructure
John Brockway – Manager Finance
Wendy Hope – Manager Governance & Risk
Maureen White – Coordinator Risk Management & Legal Services
Danielle Foster – Coordinator Governance & Corporate Planning
Candice Holloway – Team Leader Governance
Lori Lee – Systems Accountant
Tracey McCarthy – Coordinator Financial Accounting
Gabrielle Spiller – Coordinator Management Accounting
Brendan Walsh – Manager Business Improvement

Matthew Green (Grant Thornton)
Katherine Shamai (Grant Thornton)
Tim Loughnan (VAGO)
Sanchu Chummar (VAGO)

# APOLOGIES:

Nil

Cr Smith participated in the meeting until 9:30am via teleconference but did not participate in formal voting in this meeting.

#### **CONFIRMATION OF MINUTES:**

# **Committee Resolution**

# MOVED Mr Brian Keane, Seconded Mr John Gavens

That the Audit & Risk Committee Meeting note the minutes of the meeting held on 16 May 2017 as a correct record of the meeting.

CARRIED 5:0

# CONFLICTS OF INTEREST:

Nil.

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# BUSINESS:

| 1.  | OUTSTANDING ISSUES & ACTIONS   | 4  |
|-----|--|----|
| 1.1 | Outstanding Issues & Actions Report  | 4  |
| 2.  | PRESENTATIONS  | 5  |
| 2.1 | Chief Executive Officer's Update   | 5  |
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| 2.3 | Digital Transformation Update  | 7  |
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| 3.1 | Workplace Health & Safety Report - Quarter 4 2016 - 2017   | ε  |
| 3.2 | Enterprise Risk Management Report  | g  |
| 4.  | AUDIT REPORTS  | 10 |
| 4.1 | Internal Auditor Status Report (Grant Thornton)  | 10 |
| 4.2 | External Auditor Update (Victorian Auditor General's Office)   | 11 |
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| 5.  | FINANCIAL REPORTS  | 14 |
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| 6.  | OTHER REPORTS  | 18 |
| 6.1 | Adoption of Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 - 2021 | 18 |
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| 6.3 | Audit & Risk Committee Annual Report 2016 - 2017   | 24 |
| 6.4 | Self-Assessment of Audit & Risk Committee Performance  | 25 |
| 7.  | ADMINISTRATIVE MATTERS   | 26 |
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#### 1. OUTSTANDING ISSUES & ACTIONS

#### 1.1 Outstanding Issues & Actions Report

Charter Reference: 9.2.3

Author's Title:Team Leader GovernanceGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/803

# Appendix:

- 1. Outstanding Issues & Actions Status Log August 2017 (D16/1527)
- Outstanding Issues & Actions Report April 2015 Onwards (D15/29830)

# Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 –

Section 80C:

Status:

Information classified confidential under Section 77

of the Local Government Act:

Yes No Yes No

# Reason: Nil

The purpose of this report is to receive an update on the progress made on action items identified through previous audit reports and Audit & Risk Committee meetings.

Items previously notified as completed are shaded in red and will be removed from the report when the whole of that section has been completed.

#### Recommendation

That the Audit & Risk Committee receive the Outstanding Issues & Actions Report and note the progress to date.

#### **Meeting Discussion**

- Committee reiterated the importance of allocating realistic action target dates in an effort to reduce the number of items rolled forward and overdue.
- Items relating to Road Management Review will be reported as closed in November 2017.
- Item No. 30 Gifts & Hospitality Register a response was emailed to committee members prior to
  the meeting advising the Gift Policy is due for review in August 2017. Response be incorporated into
  the report.

# Committee Resolution

#### MOVED Ms Melissa Field, Seconded Cr Clive Goldsworthy

That the Audit & Risk Committee receive the Outstanding Issues & Actions Report and note the progress to date.

Surf Coast Shire Council 07 September 2017 Minutes - Audit & Risk Committee Meeting Page 5 2. **PRESENTATIONS** Chief Executive Officer's Update 2.1 Charter Reference: N/A Author's Title: Chief Executive Officer CEO: Keith Baillie Office of the CEO File No: F17/145 Department: Office of the CEO Division: Trim No: IC17/802 Appendix: Nil Officer Direct or Indirect Conflict of Interest: Status: In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C of the Local Government Act No No No No Yes Yes

#### Purpose

Reason: Nil

The purpose of this report is to receive an organisational update from Keith Baillie, Chief Executive Officer.

#### Recommendation

That the Audit & Risk Committee receive and note the Chief Executive Officer's update.

#### **Meeting Discussion**

The CEO discussed the following:

- Pleased with year-end operating, capital and operational projects and business improvement result.
- Statutory planning is a particular focus for Council. The statistics continue to improve with the
  ongoing reform in progress.
- Council Plan 2017 2021 is now in place and Council to consider the action plan at the 26 September 2017 Council Meeting.
- · Some challenging governance situations in recent months:
  - o Rainbow Flag and Social Media largely resolved and moving forward.
  - Bellbrae NBN Tower where Council did not carry a motion; this needs to be resolved at 12 September 2017 Special Meeting.
- Lessons will be considered as part of the review of the Local Law No. 2 Council Meeting Procedures and Common Seal. The Council meeting agenda order has also been updated to better indicate when Council is sitting as the Responsible Authority or Planning Authority.
- Special refresher Governance session for Councillors scheduled with Terry Bramham (Macquarie Lawyers) on 26 September 2017, where these matters will be discussed. The session will also cover key learnings from recent VAGO, Inspectorate and Ombudsman reports, in particular in relation to Central Goldfields and Ararat. Brian Keane (Chair) queried if Audit & Risk Committee members could also attend this session. The CEO will discuss with the Mayor and advise.
- Other particular highlights are the upcoming Planning system go-live and the appointment of the Customer Experience Coordinator.

# Committee Resolution

#### MOVED Mr John Gavens, Seconded Ms Debra Russell

That the Audit & Risk Committee receive and note the Chief Executive Officer's update.

Surf Coast Shire Council 07 September 2017 Minutes - Audit & Risk Committee Meeting Page 6 2.2 **Business Improvement Program - Status Report** Charter Reference: N/A Author's Title: Manager Business Improvement CEO: Keith Baillie Department: **Business Improvement** File No: F16/881 Division: Environment & Development Trim No: IC17/1021 Appendix: 1. CONFIDENTIAL Business Improvement Program Update - August 2017 (D17/92222) Officer Direct or Indirect Conflict of Interest: Status: In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C: of the Local Government Act:

Purpose

Yes

Reason: Nil

The purpose of this report is to receive an update on activities associated with the Business Improvement Program.

Yes

× No

A briefing was last provided on the Business Improvement Program at the May 2017 Audit & Risk Committee meeting

This report provides an update on the progress of the program including the 2017/18 work plan.

#### Recommendation

That the Audit & Risk Committee receive and note the Business Improvement Program update.

# **Meeting Discussion**

• Discussed the transfer of the Winchelsea Independent Living Units to Hesse Rural Health.

# Committee Resolution

# MOVED Ms Melissa Field, Seconded Mr John Gavens

No.

That the Audit & Risk Committee receive and note the Business Improvement Program update.

07 September 2017 Page **7** 

### 2.3 Digital Transformation Update

Charter Reference: N/A

Author's Title: General Manager Governance & General Manager: Anne Howard

Infrastructure

Department:Governance & InfrastructureFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/872

Appendix:

1. Digital Transformation Program Monthly Dashboard - July 2017 (D17/84387)

2. Digital Transformation Program Monthly Dashboard - August 2017 (D17/95585)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 – Information classified confidential under Section 77

Section 80C: of the Local Government Act:

∐ Yes ⊠ No ☐ Yes ⊠ No

Reason: Nil

#### Purpose

The purpose of this report is to receive an update on the digital transformation strategy.

#### Recommendation

That the Audit & Risk Committee receive and note the digital transformation update.

#### **Meeting Discussion**

- Reporting format and timing has now been established with Council.
- The Committee indicated that the report format reflected what it expected and is happy to receive the same format
- The Project Control Group is meeting regularly and will shortly be joined by Dr Michael Hobbs from Deakin University.
- · The current priorities are:
  - 1. Core system improvements
  - 2. Customer experience
  - 3. Recruitment of the project team.
- Officers advised that the works teams have now transitioned off WRR system and over the Authority
  which is a key achievement to be able to implement a number of actions arising from the Road
  Management Audit.
- The online planning system is due to go live on 1 October 2017 and the vendor is providing good support as we near this key date.

# Committee Resolution

# MOVED Ms Debra Russell, Seconded Ms Melissa Field

That the Audit & Risk Committee receive and note the digital transformation update.

Committee Resolution

Quarter 4 2016 - 2017.

MOVED Mr Brian Keane, Seconded Mr John Gavens

CARRIED 5:0

Surf Coast Shire Council 07 September 2017 Minutes - Audit & Risk Committee Meeting Page 8 3. **RISK MANAGEMENT** Workplace Health & Safety Report - Quarter 4 2016 - 2017 3.1 Charter Reference: N/A Author's Title: Manager People & Culture General Manager: Chris Pike Department: People & Culture File No: F15/199 Division: Culture & Community Trim No: IC17/919 Appendix: 1. CONFIDENTIAL Workplace Health & Safety Report - Quarter 4 2016 - 2017 (D17/93642) Officer Direct or Indirect Conflict of Interest: Status: In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C: of the Local Government Act: No. × No Yes ☐ Yes Reason: Nil Purpose The purpose of this report is to receive an update on actions and outcomes relating to Workplace Health & Safety for the period Quarter 4 2016 - 2017. That the Audit & Risk Committee receive and note the Workplace Health & Safety Report for the period Quarter 4 2016 - 2017. **Meeting Discussion** Item noted and taken as read.

That the Audit & Risk Committee receive and note the Workplace Health & Safety Report for the period

07 September 2017 Page 9

#### **Enterprise Risk Management Report** 3.2

Charter Reference: 9.5

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

Legal Services

Department: Governance & Risk File No: F17/205 Division: Governance & Infrastructure Trim No: IC17/931

Appendix:

Enterprise Risk Management Report - September 2017 (D17/92751)

SCS 021 Risk Management - Approved 23 August 2016 (D17/92756)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C:

of the Local Government Act:

X No X No Yes

Reason: Nil

The purpose of this report is to present the Enterprise Risk Management Report

The report includes:

- a) Risk Profile
- b) Strategic Risks Current Rating Serious or High work in progress includes starting to assess and note control effectiveness and evidence.
- Operational Risks Current Rating Serious
- d) Risk Treatment Action Status
- e) New and Emerging Risks
- Risk Management Improvement Activities

The Risk Management Policy has been reviewed with no changes being recommended at this time. The policy is due for full review in August 2018.

# Recommendation

That the Audit & Risk Committee receive and note the Enterprise Risk Management Report and Risk Management Policy.

# **Meeting Discussion**

- Discussion on the treatments listed as behind schedule. The report to be updated to record any
- No changes to the SCS 021 Risk Management Policy recommended by the committee
- Discussed risk appetite statement and its utilisation during decision-making and when assessing risks

# **Committee Resolution**

# MOVED Mr John Gavens, Seconded Ms Debra Russell

That the Audit & Risk Committee receive and note the Enterprise Risk Management Report and Risk Management Policy

CARRIED 5:0

Surf Coast Shire Council 07 September 2017 Minutes - Audit & Risk Committee Meeting Page **10** 4. **AUDIT REPORTS** Internal Auditor Status Report (Grant Thornton) 4.1 Charter Reference: 9.2.3 Author's Title: Manager Governance & Risk General Manager: Anne Howard Department: Governance & Risk F17/145 Division: Governance & Infrastructure Trim No: IC17/934 Appendix: Grant Thornton Internal Audit Status Report - September 2017 (D17/94941) Officer Direct or Indirect Conflict of Interest: In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C: of the Local Government Act: No. X Yes Yes Reason: Nil Purpose The purpose of this report is for Grant Thornton to provide an update on the status of internal audit activities. Recommendation That the Audit & Risk Committee receive and note the update from Grant Thornton. **Meeting Discussion** The Committee indicated the preference for the Human Resources (HR) Audit to be brought forward. HR Review to be listed as agenda item for the 21 November 2017 Audit & Risk Committee meeting. Feedback has been provided to officers on the annual performance questionnaire. **Committee Resolution** MOVED Ms Debra Russell, Seconded Mr John Gavens That the Audit & Risk Committee receive and note the update from Grant Thornton.

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#### 4.2 External Auditor Update (Victorian Auditor General's Office)

Charter Reference: 9.1.2

Author's Title: Manager Finance General Manager: Anne Howard

Department: Finance File No: F17/145 Division: Governance & Infrastructure Trim No: IC17/876

Appendix:

Draft Final Management Letter - Annual Financial Statements & Performance Report 2016 - 2017

(D17/100567)

Closing Report - 30 June 2017 (D17/100565)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C:

of the Local Government Act:

No X No Yes

Reason: Nil

The purpose of this report is to receive a verbal update from the External Auditors (VAGO).

## Recommendation

That the Audit & Risk Committee receive and note the External Auditors (VAGO) update.

# **Meeting Discussion**

- Discussed related parties and additional requirement. VAGO satisfied with process undertaken.
- Discussed adjusted material dollar differences financial report.

# **Committee Resolution**

# MOVED Ms Melissa Field, Seconded Ms Debra Russell

That the Audit & Risk Committee receive and note the External Auditors (VAGO) update.

07 September 2017 Page 12

# 4.3 Strategic Internal Audit Plan 2018 - 2020

Charter Reference: 9.2.7

Author's Title:Manager Governance & RiskGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/804

Appendix:

1. Final Strategic Internal Audit Plan FY2018 - Grant Thornton (D17/85539)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 – Information classified confidential under Section 77

Section 80C:

of the Local Government Act:

Yes No Yes No

Reason: Nil

# Purpose

The purpose of this report is to present the final version of the Strategic Internal Audit Plan 2018 - 2020 for formal adoption

The plan was previously provided at 16 May 2017 Audit & Risk Committee Meeting. Emailed feedback received from members has now been incorporated.

## Recommendation

That the Audit & Risk Committee adopt the Strategic Internal Audit Plan 2018 - 2020.

# Meeting Discussion

- Discussed the benefits of undertaking a Governance Audit. Governance Session for Councillors scheduled with Terry Bramham (Macquarie Lawyers) on 26 September 2017 should highlight learnings. Council governance, HR and cyber security reviews to be listed as agenda item at the 21 November 2017 Audit & Risk Committee meeting.
- · Discussed cyber security.

# **Committee Resolution**

# MOVED Ms Debra Russell, Seconded Mr Brian Keane

That the Audit & Risk Committee endorse Year 1 of the Strategic Internal Audit Plan 2018 – 2020 and undertake a further review of Years 2 and 3 at the 21 November 2017 Audit & Risk Committee Meeting

07 September 2017 Page 13

#### 4.4 Oversight Agencies Performance Audit Report May - August 2017

Charter Reference: 9.9.3

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

Legal Services

Department: F17/205 Governance & Risk File No: Division: IC17/936 Governance & Infrastructure Trim No:

Appendix:

Oversight Agencies Performance Audit Report - August 2017 (D17/93358)

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C:

of the Local Government Act:

No No Yes × No Yes

Reason: Nil

# Purpose

The purpose of this report is to present the Performance Audit Reports from the various external oversight agencies to identify learnings for Council.

Full copies of the reports can be located at the relevant websites.

### Recommendation

That the Audit & Risk Committee receive and note the Oversight Agencies Performance Audit Report for May to August 2017.

# **Meeting Discussion**

Report into fraud at Bendigo TAFE raised and will be considered by officers.

# **Committee Resolution**

# MOVED Mr John Gavens, Seconded Ms Melissa Field

That the Audit & Risk Committee receive and note the Oversight Agencies Performance Audit Report for May to August 2017.

CARRIED 5:0

Surf Coast Shire Council 07 September 2017 Minutes - Audit & Risk Committee Meeting Page **14** 5. **FINANCIAL REPORTS** 5.1 Monthly Finance Report - July 2017 Charter Reference: 9.6 Author's Title: Manager Finance General Manager: Anne Howard Department: Finance F17/145 Division: Governance & Infrastructure Trim No: IC17/889 Appendix: Monthly Finance Report - July 2017 (D17/94927) Officer Direct or Indirect Conflict of Interest: Status: In accordance with Local Government Act 1989 -Information classified confidential under Section 77 Section 80C: of the Local Government Act: No. × No Yes Yes Reason: Nil Purpose The purpose of this report is to present the latest monthly finance report and briefing report to the Audit and Risk Committee for noting. Recommendation That the Audit & Risk Committee receive and note the monthly finance report and briefing report. **Meeting Discussion**  Item noted and taken as read. **Committee Resolution** MOVED Mr Brian Keane, Seconded Cr Clive Goldsworthy That the Audit & Risk Committee receive and note the monthly finance report and briefing report

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# 5.2 Annual Financial Statements 2016 - 2017

Charter Reference: 9.6.5

Author's Title:Manager FinanceCEO:Anne HowardDepartment:FinanceFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/877

Appendix:

1. Financial Statements 2016 - 2017 (D17/101071)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 – Information classified confidential under Section 77 Section 80C: Information classified confidential under Section 77 of the Local Government Act:

☐ Yes ☐ No ☐ Yes ☐ No

Reason: Nil

# Purpose

The annual financial accounts for the year ended 30 June 2017 are being prepared by Council officers for review by the Victorian Auditor-General's appointed auditors, VAGO during the week commencing 21 August 2017. The financial statements are consistent with the model accounts endorsed by the Auditor-General's Office.

Section 132 of the Local Government Act (the Act) requires Council to approve in principle the Financial Statements prior to submission to the Auditor-General for final review. In accordance with the Act and industry best practice, the Committee is required to review the statements prior to making a recommendation to Council to adopt in principle. Council's Manager Finance will provide a brief overview of Council's financial accounts. It is anticipated that VAGO will be in a position to provide the Committee with feedback at the meeting on the statements from the Auditor-General's Office. Council officers propose to forward the signed in principle statements to the Auditor-General for final review and sign off following the Special Council Meeting scheduled on 12 September 2017.

# Recommendation

That the Audit & Risk Committee recommend that Council:

- Adopt 'in principle' the 2016 2017 Financial Statements, subject to further adjustments required by Council's auditor, in accordance with Section 132 of the Local Government Act 1989.
- Authorise two Councillors to sign the 2016 2017 Performance Statement in accordance with Section 132(5) of the Local Government Act 1989.
- Require the 2016 2017 Financial Statements to be referred back to the Council if there are significant changes prior to signing.
- 4. Require that any minor changes to the 2016 2017 Financial Statements be reviewed by the two authorised Councillors prior to signing.

# Meeting Discussion

- Response to questions from committee members were provided by email prior to the meeting.
  Officers to send a copy of the response to VAGO.
- Items relating to Cr David Bell and Cr Margot Smith related parties disclosure were discussed during the 8:30am confidential session and answers appropriately given.

# Committee Resolution

# MOVED Mr John Gavens, Seconded Ms Melissa Field

That the Audit & Risk Committee recommend that Council:

- Adopt 'in principle' the 2016 2017 Financial Statements, subject to further adjustments required by Council's auditor, in accordance with Section 132 of the Local Government Act 1989.
- Authorise two Councillors to sign the 2016 2017 Financial Statements in accordance with Section 132(5) of the Local Government Act 1989.
- Require the 2016 2017 Financial Statements to be referred back to the Council if there are significant changes prior to signing.
- Require that any minor changes to the 2016 2017 Financial Statements be reviewed by the two authorised Councillors prior to signing.

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# 5.3 Performance Statement 2016 - 2017

Charter Reference: 9.9.4

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

Corporate Planning

 Department:
 Governance & Risk
 File No:
 F17/145

 Division:
 Governance & Infrastructure
 Trim No:
 IC17/909

Appendix:

1. Performance Statement 2016 - 2017 (D17/59055)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 –

☐ Yes 🛛 No

of the Local Government Act:

Information classified confidential under Section 77

Section 80C:

Yes
Reason: Nil

No L Yes

# Purpose

The purpose of this report is to provide the annual Surf Coast Shire Performance Statement for the year ended 30 June 2017. This statement has been prepared by Council officers for review by the Victorian Auditor-General's appointed auditors (VAGO) during the week commencing 21 August 2017.

# Background

The performance statement is consistent with the requirements of the Local Government (Planning and Reporting) Regulations 2014. The statement also reflects the Local Government (Planning and Reporting) Amendment Regulations 2017 which came into operation on 1 July 2017 and which apply to annual reports for the 2016 – 2017 financial year.

The amending regulations remove Council's requirement for reporting against Home and Community Care (HACC) Indicators and include the introduction of VicSmart planning provisions when reporting Council's performance in processing planning applications within required timeframes, when preparing the performance statement for 2016 - 2017.

Section 132 of the Local Government Act (the Act) requires Council to approve in principle the Performance Statement prior to submission to the Auditor-General for final review. In accordance with the Act and industry best practice, the Audit and Risk Committee is now requested to review the statements prior to making a recommendation for Council to adopt in principle.

It is anticipated that VAGO will be in a position to provide the Committee with feedback at the September meeting on the statements from the Auditor-General's Office.

Council officers propose to forward the signed in principle statements to the Auditor-General for final review and sign off following the Special Council Meeting scheduled on 12 September 2017.

# Recommendation

That the Audit & Risk Committee recommend that Council:

- Adopt 'in principle' the 2016 2017 Performance Statement, subject to further adjustments required by Council's auditor, in accordance with Section 132 of the Local Government Act 1989.
- Authorise two Councillors to sign the 2016 2017 Performance Statement in accordance with Section 132(5) of the Local Government Act 1989.
- 3. Require the 2016 2017 Performance Statement to be referred back to the Council if there are significant changes prior to signing.
- 4. Require that any minor changes to the 2016 2017 Performance Statement be reviewed by the two authorised Councillors prior to signing.

# Meeting Discussion

Discussed the Customer Satisfaction Survey.

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# 5.3 Performance Statement 2016 - 2017

# **Committee Resolution**

# MOVED Mr John Gavens, Seconded Ms Debra Russell

That the Audit & Risk Committee recommend that Council:

- Adopt 'in principle' the 2016 2017 Performance Statement, subject to further adjustments required by Council's auditor, in accordance with Section 132 of the Local Government Act 1989.
- Authorise two Councillors to sign the 2016 2017 Performance Statement in accordance with Section 132(5) of the Local Government Act 1989.
- Require the 2016 2017 Performance Statement to be referred back to the Council if there are significant changes prior to signing.
- 4. Require that any minor changes to the 2016 2017 Performance Statement be reviewed by the two authorised Councillors prior to signing.

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# 6. OTHER REPORTS

6.1 Adoption of Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 - 2021

Charter Reference: N/A

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

Corporate Planning

Department:Governance & RiskFile No:F15/1705Division:Governance & InfrastructureTrim No:IC17/801

Appendix:

1. Council Plan - Plan on a Page - Designed Version (D17/51596)

Officer Direct or Indirect Conflict of Interest: Status:

X No

In accordance with Local Government Act 1989 – Information classified confidential under Section 77 Section 80C: Information classified confidential under Section 77

Yes

X No

or the Education Continuence to

Yes
Reason: Nil

# Purpose

The purpose of this report is to provide an update on the development and adoption of the Council Plan (incorporating the Health and Wellbeing Plan) 2017 – 2021, hereafter referred to as the Council Plan.

# Exhibition and Adoption of the Plan

Further to the report presented to the Audit and Risk Committee on 16 May 2017, the Hearing of Submissions Committee met on Tuesday 30 May 2017 to consider 13 submissions received following public exhibition of the draft Council Plan

Common themes identified in the submissions received included:

- Service planning, performance and accountability
- Support for the arts
- Provision of appropriate facilities to support a growing community
- Collaborative partnerships
- · Preserving and enhancing the natural environment
- Community connections.

Minor amendments to the draft Council Plan were incorporated as result of the submissions process.

In addition a number of wording and structural changes were identified by Council officers during the exhibition period and incorporated into the Council Plan to provide further clarification of meaning in relation to the strategies and ensure that the identified outcomes under each objective are measurable and achievable.

The final Council Plan was adopted by Council at the Ordinary Council Meeting held on 27 June 2017 refer Surf Coast Shire Council Plan (incorporating Health and Wellbeing Plan) 2017 – 2021.

A summary version of the Plan is attached at Appendix 1.

# Next Steps

Officers are currently in the process of developing a four year action plan to deliver the Council Plan. This will be reviewed annually and presented to an Ordinary Meeting of Council for endorsement prior to the annual budget preparation process.

# Recommendation

That the Audit & Risk Committee note Council's progress in development and adoption of the Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021.

07 September 2017 Page **19** 

# 6.1 Adoption of Council Plan (incorporating the Health and Wellbeing Plan and Strategic Resource Plan) 2017 - 2021

# Meeting Discussion

Item noted and taken as read.

# **Committee Resolution**

# MOVED Ms Melissa Field, Seconded Mr John Gavens

That the Audit & Risk Committee note Council's progress in development and adoption of the Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021.

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#### 6.2 Fraud & Corruption Strategies

Charter Reference: 9.8.1

Author's Title: Manager Governance & Risk General Manager: Anne Howard Department: Governance & Risk File No: F17/145 Division: Governance & Infrastructure Trim No: IC17/593

Appendix:

Officer Direct or Indirect Conflict of Interest:

In accordance with Local Government Act 1989 -Information classified confidential under Section 77 of the Local Government Act:

Status:

Section 80C:

No. × No Yes Yes

Reason: Nil

# Purpose

The purpose of this report is to provide an update in relation to fraud prevention strategies and programs, including training and development, and to update progress against the Fraud and Corruption Control Plan.

The focus in the last 12 months has been on development of training and awareness materials. For example fraud awareness, probity and procurement training have now been rolled out to staff for completion. Conflict of Interest and Information Privacy training packages are now being developed. Other improvements include reviews of Council's Codes of Conduct (staff and Councillors), reviews of governance policies and development of a process for mandatory reporting of suspected corrupt conduct.

| Strategy/ Program              | General Background  | Progress and Updates since<br>February 2017   |
|--------------------------------|---|---|
| Staff Code of Conduct          | First reference point and guide for all matters involving conduct and ethics and intended to raise awareness amongst staff and contractors to enhance their understanding of their roles and responsibilities.  An updated Staff Code of Conduct was  | A model clause in relation to ensuring child safety has been included in the staff Code of Conduct and training rolled out to staff through iLearn.                                   |
|                                | adopted in January 2016.  |   |
| Councillor Code of<br>Conduct  | The Councillor Code of Conduct sets out the standards of behaviour required by Councillors and explains the mechanisms for dealing with any alleged breaches of the Code, including internal and external routes. All Councillors have signed up to the Code and have received a copy their signed version. | Final version approved at a Special<br>Council meeting on 24 January<br>2017. All Councillors have signed as<br>per the legislation.  |
| IBAC Mandatory<br>Notification | New provisions require the CEO to report suspected or actual corrupt conduct to IBAC.   | Reporting procedure for mandatory notification to IBAC developed and flowcharted (as presented at the February 2017 Audit and Risk Committee meeting).  Matrix developed to track any |
|                                |   | matters that are reported and action taken. To date no reportable incidents have been notified.  Process included in relevant policies.   |

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# 6.2 Fraud & Corruption Strategies

| Strategy/ Program                    | General Background  | Progress and Updates since February 2017  |
|--------------------------------------|---|---|
| Reporting                            | A process is in place to guide investigation of complaints which could include internal or external investigation/reporting.  Processes to protect those making   | As with FY2016, a fraud checklist has been circulated to Managers to enable reporting of suspected or actual fraudulent activity during the previous financial year. No instances of suspected fraud were |
| Council's Fraud Control<br>Policy    | protected disclosures are in place. Fraud Control Policy and Procedure. This was developed with reference to the Australian Standard on Fraud and Corruption Control (AS 8001 – 2008).  | reported by Managers.  Process for mandatory reporting of suspected corrupt conduct to IBAC developed.  A matrix to track reports of  |
|                                      | The Fraud Control Policy and Procedure covers:  Application Definitions Roles and Responsibilities Education and Awareness Control Planning Prevention Detection Response.  | suspected corrupt conduct and any subsequent actions has been developed. To date no issues have met the criteria in relation to the requirement to report to IBAC.  |
|                                      | Policy was reviewed by the Audit and Risk Committee and Policy Review Sub-Committee and was adopted by Council at its meeting on 23 August 2016.  |   |
| Fraud and Corruption<br>Control Plan | Fraud and Corruption Control Plan. This was approved in August 2014 and identified Council's fraud risk areas using the risk matrix likelihood/consequence ratings.  Fraud risks were transferred from the Fraud Plan into the risk register with the relevant treatment plans assigned. Managers continue to review those risks and the effectiveness of treatment plans and are prompted by   | Due for review in late 2017 and will<br>be most likely ready for the February<br>2018 meeting.  |
|                                      | the PAN system to do so (serious – at least monthly, high risk – at least 3 monthly, medium risk – at least 6 monthly and low risk – annually).   |   |
|                                      | KPIs were also set for each risk area to allow measurement of any resultant fraudulent activity. In order to check the effectiveness of the controls, treatments and monitoring of KPIs, a questionnaire is sent out to managers at the end of the financial year requesting statistics relating to various types of fraud that may have occurred in their areas over the previous 12 months. This produced a nil return for FYs14-15, 15-16 and 16-17. |   |

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# 6.2 Fraud & Corruption Strategies

| Strategy/ Program           | General Background   | Progress and Updates since<br>February 2017  |
|-----------------------------|--|--|
| Fraud awareness training    | Over the past eighteen months fraud awareness and conflict of interest training has been delivered in a face-to-face format which has meant slow progress.   | A fraud awareness e-learning training package has been developed and rolled out to staff through Council's i-Learn system. A process is in place to ensure staff without computer access can   |
|                             | To date 73 staff members have received the face-to-face training.  | complete.  Reminders will be issued to those   |
|                             | A new approach has been taken utilising Council's iLearn system.   | who have not completed by the end of October 2017. New staff will receive a request to complete the training within one month of commencement.   |
|                             |  | Face-to-face fraud awareness training was provided to Community Care Workers in August 2017.   |
|                             |  | JLT insurance brokers carried out<br>fraud and cyber awareness training<br>for the Leadership Group and other<br>key staff in March 2017.  |
| Protected Disclosure Policy | The Protected Disclosure Policy, which provides a mechanism to report fraudulent activity, was reviewed in light of the IBAC audit, and the updated, more user-friendly version communicated to the organisation via email and the Shire Wire.                     | Protected Disclosure policy reviewed<br>by the Audit and Risk Committee in<br>May 2017 and adopted by EMT.<br>Updated information uploaded to<br>Council's website.  |
|                             | A copy is available on the website for the community, along with guidelines.   |  |
| Procurement                 | A centre-led model has been introduced and work continues to standardise templates, develop training resources and check processes to ensure compliance and transparency. Council's Procurement Policy is reviewed every financial year – last review August 2016. | A 'Probity in Procurement' training package was rolled out in May through iLearn as mandatory training for staff with financial delegations or purchasing responsibilities.  Completed by 82 key staff members and reminders sent to remaining 13. |
|                             | Conflict of interest declarations are a standard requirement during the tendering process.   | A suite of mandatory procurement training modules have been sent out through iLearn and are being completed by relevant staff.   |
|                             |  | Standard Operating Procedures and flowcharted process developed for tenders and is going through approval process.   |
|                             |  | A dedicated procurement page with links to relevant documents and training materials has been set up on the Intranet.  |
| Strategy/ Program           | General Background   | Progress and Updates since February 2017   |

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# 6.2 Fraud & Corruption Strategies

| Internal Controls    | Council has a number of internal controls and audit functions in place to minimise the opportunity for fraud to take place. These include separation of duties in Finance, spending limits, cash handling procedures, authorisation processes, checking mechanisms, checklists, delegations of authority, access controls, passwords, internal and external audit. | Controls relating to purchasing were found to be inadequate and posed a fraud risk.  This is being addressed through online requisition system and AP workflow.  An internal audit review process is underway.  Included in Council's risk register. |
|----------------------|--|--|
| Use of Equipment and | An internal audit was completed last   | As a result of the audit small plant   |
| Resources            | year following the release of IBAC's   | and equipment is barcoded and a  |
|                      | 2015 report into corrupt conduct at  | register maintained.   |
|                      | council depots.  |  |

# Recommendation

That the Audit & Risk Committee receive and note the Fraud and Corruption Strategies report.

# **Meeting Discussion**

Discussed compliance, fraud and corruption, privacy and conflict of interest training.

# Committee Resolution

# MOVED Cr Clive Goldsworthy, Seconded Mr John Gavens

That the Audit & Risk Committee receive and note the Fraud and Corruption Strategies report.

07 September 2017 Page **24** 

# 6.3 Audit & Risk Committee Annual Report 2016 - 2017

Charter Reference: 9.9.5

Author's Title:Manager Governance & RiskGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/871

Appendix:

1. Audit and Risk Committee Annual Report 2016 - 2017 (D17/68992)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 – Information classified confidential under Section 77

Section 80C: of the Local Government Act:

☐ Yes ☐ No ☐ Yes ☐ No

Reason: Nil

# Purpose

The purpose of this report is to present the Audit and Risk Committee Chair's Annual Report 2016 - 2017 for formal adoption by the Audit and Risk Committee before being presented to Council for noting.

The report has been circulated via email to members for comment and is now attached at Appendix 1.

# Recommendation

That the Audit & Risk Committee adopts the Annual Report for 2016 - 2017 and forwards this to the next available Council meeting for noting.

# **Meeting Discussion**

Item noted and taken as read.

# **Committee Resolution**

# MOVED Ms Melissa Field, Seconded Mr John Gavens

That the Audit & Risk Committee adopts the Annual Report for 2016 - 2017 and forwards this to the next available Council meeting for noting.

07 September 2017 Page 25

# 6.4 Self-Assessment of Audit & Risk Committee Performance

Charter Reference: 9.10.3

Author's Title:Manager Governance & RiskGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/613

Appendix:

1. Draft Committee Self-Assessment Questionnaire (D15/58544)

Officer Direct or Indirect Conflict of Interest: Status:

In accordance with Local Government Act 1989 – Information classified confidential under Section 77

Section 80C: of the Local Government Act:

Yes No Yes No

Reason: Nil

# Purpose

The purpose of this report is to present a draft self-assessment questionnaire for Audit & Risk Committee members (and management), for the Committee to provide feedback and make suggestions for any changes.

The results will be collated and provided to the Committee at the next available meeting.

The draft questionnaire is attached at Appendix 1.

# Recommendation

That the Audit & Risk Committee approves the format of the self-assessment questionnaire for distribution and reporting of results at the next Committee meeting.

# **Meeting Discussion**

- Questionnaire to include a scale from 1 − 5 instead of yes or no.
- Questions to be numbered.

# **Committee Resolution**

# MOVED Cr Clive Goldsworthy, Seconded Ms Debra Russell

That the Audit & Risk Committee approves the format of the self-assessment questionnaire for distribution and reporting of results at the next Committee meeting.

07 September 2017 Page 26

# 7. ADMINISTRATIVE MATTERS

# 7.1 Next Meeting & Proposed Agenda Outline

Charter Reference: 9.10.4

Author's Title:Team Leader GovernanceGeneral Manager:Anne HowardDepartment:Governance & RiskFile No:F17/145Division:Governance & InfrastructureTrim No:IC17/806

Appendix:

Nil

Officer Direct or Indirect Conflict of Interest: Status:

X No

In accordance with Local Government Act 1989 – Information classified confidential under Section 77

Section 80C: of the Local Government Act:

Yes
Reason: Nil

# Purpose

The next meeting is scheduled to be held on Tuesday, 21 November 2017 from 9.00 - 11.30am.

The purpose of this report is to present the proposed Agenda outline for this meeting which is as follows:

Yes

X No

- Outstanding Issues & Actions
- Presentations
  - Chief Executive Officer's Update
  - Business Improvement Update
  - Digital Transformation Update
- Risk Management
  - o Workplace Health & Safety Report
  - o Enterprise Risk Management Report
- Audit Reports
  - Internal Auditors Update (Grant Thornton)
  - External Audit Update (VAGO)
- Oversight Agencies Performance Audit Report
- Financial Reports
  - Monthly Finance Report
- · Other Reports
  - o Review SCS 013 Sale of Council Land Policy
  - o Review the Audit & Risk Committee Charter
  - Committee Membership
- Administrative Matters
  - Next Meeting Date & Proposed Agenda

# Recommendation

That the Audit & Risk Committee note the proposed agenda outline for the next meeting to be held on Tuesday, 21 November 2017 from 9.00 - 11.30am.

# Meeting Discussion

- The following agenda items to be added:
  - Further discussion on the Strategic Internal Audit Plan 2018 2020 including Human Resources, Cyber Security and Council Governance Reviews
  - Results of the Internal Audit Satisfaction Survey.
  - 3. Results of the Committee Self-Assessment Survey

# **Committee Resolution**

# MOVED Mr Brian Keane, Seconded Ms Debra Russell

That the Audit & Risk Committee note the proposed agenda outline for the next meeting to be held on Tuesday, 21 November 2017 from 9.00 – 11.30am.

CARRIED 5:0

Close: There being no further items of business the meeting closed at 11:08am.

# 8.1 Advisory Committee Minutes

# APPENDIX 2 MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE MEETING MINUTES - 24 AUGUST 2017

# Municipal Emergency Management Planning Committee MINUTES

24 August 2017, 10.45am-12.15pm

Surf Coast Shire Council offices, Chambers

# Members:

Chair: Rowan Mackenzie, Surf Coast Shire Council (SCS), Municipal Emergency Manager (MEM)
Cr Martin Duke, SCS
Kerrie Williams, SCS (Dep MERO)
Lauren Watt, SCS
Bronwyn Saffron, SCS, Municipal Recovery Manager (MRM)
Bernadette Sandy, Ambulance Victoria (AV)
Elaine Anderson, Australian Red Cross (ARC)

David Taylor, Barwon Water (BW)
Wayne Aylmer, Country Fire Authority (CFA)
Mick McGuinness, CFA
Rayleigh Vandermost, Department of Health and
Human Services (DHHS)
Paul Lunny, Life Saving Victoria (LSV)
Janet Smartt, Lorne Community Hospital
Aaron Leddon, Parks Victoria (Parks Vic)

Vic Pitman-Jones, Salvation Army lan Carlton, State Emergency Service (SES) Michael Cooksley, SES Jake Johnson, SES Richard Curwell, VicRoads Brenda Begally, Victoria Police (VicPol) Tony Walker, VicPol (MERC)

# Apologies:

Stephen Pefanis - DEDJTR, Bo Campbell - FFM, Virginia Morris - SCS, David Cooper - VicPolice

| Issue | Topic  | Points of Discussion   | Agreement / Action  | R/O                |
|-------|--|--|---|--------------------|
| 1     | Welcome and apologies  |  |   |                    |
| 1.1   | Attendance sheet circulated  | The Chair welcomed members of the Committee and noted apologies.   | Quorum achieved – yes   |                    |
| 2     | Confirmation of previous minut   | es   |   |                    |
| 2.1   | Previous minutes   | Minutes of meeting held 25 May 2017  Moved: Wayne Aylmer Seconded: Tony Walker  Amendment to previous minutes: CFA identified the third point in item 12.1 was incorrect and should be changed to:  The State Government has developed policy for the fire services reform and has put a bill to parliament. | Amend minutes of meeting 25 May 2017, item 12.1.  | Chair              |
| 2.2   | Actions outstanding and arising     VicRoads presentation on Great Ocean Road Upgrade Project works – carry over.     Draft Regional Emergency Planning Committee structure – see item 4.1     MEMP Part 6 review – no further comments received from the Committee.     The State Shark Hazard Plan was circulated. The |  | Carry over State Shark Hazard Plan as an item for next agenda for the MEMPC to continue to monitor developments.  VicPolice to follow up and relay the Committee's concerns with State Shark Hazard Plan. | Chair<br>VicPolice |

D17/97363

| Issue | Topic          | Points of Discussion  | Agreement / Action  | R/O |
|-------|----------------|---|---|-----|
|       |                | Committee discussed the plan and arrangements, particularly in relation to the following:  The impact of shark alerts and warnings on tourism last year. LSV noted that recent data showed beach visitation for the 2016/17 summer season was down approximately 100,000 from previous year, however, LSV activities did not reduce comparatively. There were more shark observations in 2016/17 than previous years, the sightings were mainly bronze whalers.  The shark warnings remain current on the VicEmergency app until the following day (24 hours).  The land manager is responsible for reopening beaches after a shark warning. Without specialist air support, it is difficult to know when the shark hazard is gone.  The land manager is responsible for reopening beaches after a shark warning. Without specialist air support, it is difficult know when the shark hazard is gone.  The State Shark Hazard Plan was written by VicPolice and Emergency Management Victoria, and the plan is currently under review.  The Committee discussed timeliness of warnings on the VicEmergency app with messaging either staying active for too long or short a time. The app reports warnings and advice communicated from the duty officer. | Investigate with EMV the process and protocols for warnings to appear on the app. |     |
| 3     | Correspondence |   |   |     |
| 3.1   | Received       | Ambulance Victoria – Helicopter Safety and Landing<br>Requirements     Great Ocean Road Traffic Diversion Points – VicRoads   |   |     |
|       |                | Both of these documents are available on EMCop<br>(Emergency Management Common Operating Picture).  |   |     |
| 3.2   | Outgoing       |   |   |     |

| Issue | Topic   | Points of Discussion   | Agreement / Action  | R/O                |
|-------|---|--|---|--------------------|
| STAN  | NDING AGENDA ITEMS  |  |   |                    |
| 4     | Regional committees   |  |   |                    |
| 4.1   | Regional Emergency<br>Management Executive<br>Committee (REMEC) | The Committee has ratified the changes to the new regional committee structure, this committee will now be known as the Regional Emergency Management Planning Committee and Brenda Begally will be taking over as Chair. The current focus of the committee is preparation and planning for coming fire season.   | Circulate the confirmed regional<br>committee structure and Terms of<br>Reference when finalised in<br>September. | VicPolice          |
| 4.2   | Other working groups  | Great Ocean Road Working Group The Working Group employed a Project Officer earlier this year. The Great Ocean Road has been divided into nine sectors across the Barwon South West region. A scenario based exercise will be run for each sector to test plans for emergency response at a local and regional level and identify any gaps or improvement opportunities. Each scenario is based on the unique demographics and community profile of sector. So far, four of the nine sectors have completed their exercise, the remaining five are scheduled for completion by the end of this year. |   | Brenda<br>Begally  |
| 5     | Sub-committee / Working Gro                                     | up reports   |   |                    |
| 5.1   | Municipal Fire Management<br>Planning Committee                 | The Committee met on 24 August 2017, the focus of the meeting was to review progress on the Work Plan for the Strategic Fire Plan.   |   | Wayne<br>Aylmer    |
| 5.2   | Cross Council Relief & Recovery Committee                       | The Committee met on 17 July 2017. The Committee's current focus is on training and the upcoming emergency relief centre exercise being hosted by Corangamite Shire Council in Camperdown on 12 October 2017. Committee members will receive invitations to the exercise shortly.  The State Municipal Emergency Management Enhancement Group has formed a working group to look at council training   |   | Kerrie<br>Williams |
|       |   | across the state with a view to rationalise and identify gaps.   |   |                    |
| 5.3   | Flood Planning Committee  | The Corangamite Catchment Management Authority (CCMA) is working on their <i>Victorian Floodplain Management Strategy</i> which looks at the wider flood risks for the region, including climate change impacts.   |   | Ian Carlton        |

| Issue | Topic  | Points of Discussion   | Agreement / Action  | R/O |
|-------|--|--|---|-----|
| 5.4   | Community Impact Advisory<br>Committee (CIAC)                        | Minutes for this committee are available on the SCS Emergency Management Portal.   |   |     |
| 6     | MEMPLAN UPDATE   |  |   |     |
| 6.1   | MEMPlan updates  | Nothing to report.   |   |     |
| 6.2   | Revision of Municipal<br>Emergency Management Plan                   |  |   | scs |
| 6.3   | Relief Centre Exercise on 12 October 2017. consider exercise opportu |  | The Committee were asked to consider exercise opportunities for the MEMP to be tabled at the November meeting.  | All |
| 6.4   | Revision of risk/s (CERA)  | Terrorism and car attacks have been identified as a new risk. Following recent incidents, the State government are currently conducting separate reviews on flammable cladding on buildings and recycling facilities.    | SES to draft up a CERA risk profile for Terrorism and Car Attack for review at next MEMPC meeting. Follow up with Municipal Building Surveyor regarding review of flammable cladding on buildings in the shire. | SES |
|       |  |  | Follow up with Council's Waste department regarding review of recycling facilities.   | scs |
| 7     | COMMUNITY ENGAGEMENT   | Council is leading a working group to bring together a multi-<br>agency community engagement plan for the Strategic Fire<br>Management Plan.   |   |     |
|       |  | The Fire Up! program will continue this year and will aim to reach a broader audience. The program will piggy back on planned events and networks across the shire and will include a significant social media campaign. |   |     |
| GENE  | RAL AGENDA ITEMS   |  |   |     |
| 8     | Bushfire Places of Last<br>Resort                                    | All Bushfire Places of Last Resort (Neighbourhood Safer Places) have been reassessed, updated and deemed compliant.  |   |     |
| 9     | Incidents  | VicRoads reported they have had some further landslides on the Great Ocean Road, beach side, 6km south of Wye River. Traffic   |   | All |

| Issue | Topic                      | Points of Discussion   | Agreement / Action  | R/O |
|-------|----------------------------|--|---|-----|
|       |                            | was managed around the site by reducing to one lane and allowing the road to remain open while mitigation works take place.  |   |     |
| 10    | Risk review                | The Government has release <u>Australia's Strategy for Protecting Crowded Places from Terrorism</u> . The Community Impact Advisory Committees will review the plan and applications for events in the municipality. Victoria Police is running an exercise at Kardinia Park next month.   | Ensure new aged care facilities are included on Council's Vulnerable Facilities Register. | scs |
|       |                            | The increasing numbers of aged care facilities was identified as a possible risk.  |   |     |
| 11    | Crisisworks                | Council's emergency incident management system was discussed.  | Ensure all agencies have current Crisisworks user accounts.                               | scs |
|       |                            |  | Include a Crisisworks overview session at the next MEMPC meeting.                         |     |
| OTHE  | R BUSINESS                 |  |   |     |
| 12    | AGENCY REPORTS By exceptio | n  |   |     |
| 12.1  | Surf Coast Shire Council   | Virginia Morris has resigned from the position of Emergency Management Coordinator to take up a new role at Council and Robyn Stevens has resigned from Council and the role of Municipal Recovery Manager (MRM). The Chair thanked Gin and Robyn for their outstanding service to emergency management in the region and to this Committee. |   |     |
|       |                            | The Chair welcomed Bronwyn Saffron who has taken over the role of MRM. Bronwyn comes to us from Yarra Ranges Shire Council where she held the role Deputy MRM.   |   |     |
| 12.2  | Other agencies             | DHHS tabled report for circulation.  |   |     |
|       |                            | <b>Red Cross</b> is hosting two information sessions for volunteers in Colac in September.   |   |     |
| 13    | MEETING CLOSE              | Next meeting – 9 November 2017   |   |     |

Assembly of Councillors report required? no



| Date        | Action   | Status     | Responsible                  |
|-------------|--|------------|------------------------------|
| May 2017    | VicEmergency app – invite EMV to present to committee on 2016/17 experience of new app   | Carry over |                              |
| May 2017    | Seek advice from VicRoads on their <u>Great Ocean Road Upgrade Project</u> and consider asking them to present this to the Committee for further discussion. | Carry over | Chair                        |
| May 2017    | Committee members to forward any additional amendments or comments on MEMP Part 7 – Emergency Activation to Committee Exec.                                  |            | All                          |
| August 2017 | Amend minutes of meeting 25 May 2017, item 12.1.   |            | Chair                        |
| August 2017 | Carry over State Shark Hazard Plan as an item for next agenda for the MEMPC to continue to monitor developments.   |            | Chair                        |
|             | VicPolice to follow up and relay the Committee's concerns with State Shark Hazard Plan.  |            | Brenda Begally,<br>VicPolice |
|             | Investigate with EMV the process and protocols for warnings to appear on the app.  |            |                              |
| August 2017 | Circulate the confirmed regional committee structure and Terms of Reference when finalised in September.   |            | Brenda Begally,<br>VicPolice |
| August 2017 | Circulate MEMP Part 7 – Emergency Activation for review.   |            | SCS                          |
| August 2017 | The Committee were asked to consider exercise opportunities for the MEMP to be tabled at the November meeting.   |            | All                          |
| August 2017 | SES to draft up a CERA risk profile for Terrorism and Car Attack for review at next MEMPC meeting.   |            | SES                          |
| August 2017 | Follow up with Municipal Building Surveyor regarding review of flammable cladding on buildings in the shire.   |            | scs                          |
| August 2017 | Follow up with Council's Waste department regarding review of recycling facilities.  |            | scs                          |
| August 2017 | Ensure new aged care facilities are included on Council's Vulnerable Facilities Register.  |            | scs                          |
| August 2017 | Ensure all agencies have current Crisisworks user accounts.  |            | scs                          |
|             | Include a Crisisworks overview session at the next MEMPC meeting.  |            |                              |

# 8.2 Assemblies of Councillors

| Auth        | or's Title:           | Administration Officer                    | General Manage      | r: Anne Howard   |
|-------------|-----------------------|---|---------------------|--|
| Depa        | rtment:               | Governance                                | File No:            | F17/285  |
| Divis       | ion:                  | Governance & Infrastructure               | Trim No:            | IC17/1146  |
| Appe        | endix:                |   |                     |  |
| 1. /        | Assembly o            | f Councillors - Council Briefing - 19 Se  | ptember 2017 (D17/1 | 12924)   |
| 2. /        | Assembly o            | f Councillors - Macquarie Local Govern    | nment Lawyers – 26  | September 2017 (D17/111533)  |
| 3. <i>I</i> | Assembly o            | f Councillors - Council Briefing - 26 Se  | ptember 2017 (D17/1 | 12929)   |
| 4.          | Assembly o            | f Councillors - Council Briefing - 3 Octo | ober 2017 (D17/1151 | 43)  |
| Offic       | er Direct o           | r Indirect Conflict of Interest:          | Status:             |  |
|             | cordance w<br>on 80C: | =   |                     | confidential in accordance with the table 1989 – Section 77(2)(c): |
|             | Yes                   | ⊠ No                                      | Yes                 | No   |
| Reas        | on: Nil               |   | Reason: Nil         |  |

# **Purpose**

The purpose of this report is to receive and note the Assembly of Councillors records received since the previous Council Meeting.

# **Summary**

The Local Government Act 1989 section 80A(2) states that the Chief Executive Officer must ensure that the written record of an assembly of Councillors is as soon as practicable reported at an Ordinary Meeting of Council and incorporated in the minutes of that Council Meeting.

# Recommendation

That Council receive and note the Assembly of Councillors records for the following meetings:

- 1. Assembly of Councillors Council Briefings 19 September 2017.
- 2. Assembly of Councillors Macquarie Local Government Lawyers 26 September 2017.
- 3. Assembly of Councillors Council briefings 26 September 2017.
- 4. Assembly of Councillors Council Briefings 3 October 2017.

# 8.2 Assemblies of Councillors

# APPENDIX 1 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 19 SEPTEMBER 2017



# **Assembly of Councillors Record**

Description of Meeting: Council Briefing Meeting

Responsible Officer: Anne Howard – General Manager, Governance and Infrastructure

Date: 19 September 2017

In Attendance: Yes (✓) No (X) N/R (Not Required)

| Councillors  |   | Officers   |   | Others  |   |
|--|---|--|---|---|---|
| Cr. Brian McKiterick, Mayor                                  | / | Chief Executive Officer - Keith Baillie                                | / | External - Albert<br>Stafford, Director, The<br>Stafford Group, Great<br>Ocean Road<br>Experience | / |
| Cr. David Bell   | 1 | General Manager Governance & Infrastructure - Anne Howard              | 1 | External -Johnathon<br>Rochwerger, The<br>Stafford Group, Great<br>Ocean Road<br>Experience       | 1 |
| Cr. Libby Coker  | 1 | General Manager Environment &<br>Development - Ransce Salan            | 1 | External -Ben<br>Milbourne - NAAU   | 1 |
| Cr. Martin Duke  | 1 | General Manager Culture & Community -<br>Chris Pike                    | 1 |   |   |
| Cr. Clive Goldsworthy  | 1 | Administration Officer Governance –<br>Claire Rose                     | 1 |   |   |
| Cr. Rose Hodge   | 1 | Manager Economic Development and<br>Tourism - Matt Taylor              | 1 |   |   |
| Cr. Carol McGregor<br>(arrived 11.27am)                      | 1 | Manager Engineering Services - Peter McLean                            | 1 |   |   |
| Cr. Margot Smith   | 1 | Manager Governance & Risk – Wendy<br>Hope                              | 1 |   |   |
| Cr. Heather Wellington<br>(arrived 11.27am, left at 12.56pm) | 1 | Co-ordinator Waste Management - Neil<br>Brewster                       | 1 |   |   |
|  |   | Manager Information Management – Neil<br>McQuinn                       | 1 |   |   |
|  |   | Senior Strategic Planner - Barbara<br>Noelker                          | 1 |   |   |
|  |   | Manager Development & Planning – Bill Cathcart                         | 1 |   |   |
|  |   | Manager Community Relations – Damian<br>Waight                         | 1 |   |   |
|  |   | Coordinator Communications and<br>Community Relations - Darryn Chiller | 1 |   |   |
|  |   | Rural Access Officer – Kerri Deague                                    | 1 |   |   |

| MEETING COMMENCED | 10.06am | MEETING CONCLUDED | 3.03pm |
|-------------------|---------|-------------------|--------|
|-------------------|---------|-------------------|--------|

| Matte | Matters considered at the meeting (or attach agenda)                   |  |  |  |  |  |  |
|-------|--|--|--|--|--|--|--|
|       |  |  |  |  |  |  |  |
| Exte  | ernal Presentation - Great Ocean Road Experience Project               |  |  |  |  |  |  |
| 1.    | Confirmation of Council Briefing Minutes - 5 & 12 September 2017       |  |  |  |  |  |  |
| 2.    | Conflicts of Interest  |  |  |  |  |  |  |
| 3.    | Communication Report - Unsealed Road Network Plan                      |  |  |  |  |  |  |
| 4.    | Communication Report - Governance Quarterly Update                     |  |  |  |  |  |  |
| 5.    | Communication Report - Garbage Charge for Multi-Unit Dwelling          |  |  |  |  |  |  |
| 6.    | Torquay Farmer's Market EOI - Verbal Update                            |  |  |  |  |  |  |
| 7.    | Digital Transformation Update – Civica Licence Purchase - Presentation |  |  |  |  |  |  |
| 8.    | Amendments C85 and C96 Adoption - Flood and Waterways - Presentation   |  |  |  |  |  |  |
| 9.    | Improving Customer Outcomes - When there are objections - Presentation |  |  |  |  |  |  |
| 10.   | Communication Report - Councillor Media Policy                         |  |  |  |  |  |  |
| 11    | Communication Report - Changing Places Grant Application               |  |  |  |  |  |  |



| <ol><li>Communication Re</li></ol>                     | port - Review               | of Council Delegation to Mer         | mbers of Council Staff |  |  |
|--|-----------------------------|--------------------------------------|------------------------|--|--|
| 13. Other Business                                     |                             |                                      |                        |  |  |
|  |                             |                                      |                        |  |  |
| Councillor/Officer Decla                               | rations of In               | terest                               |                        |  |  |
| Councillor/Officer                                     | Left<br>Meeting<br>(Yes/No) | Type & Details of Interest           | (s) Disclosed          |  |  |
| Nil declared.  |                             |                                      |                        |  |  |
| Responsible Officer Signature: Print Name: Anne Howard |                             |                                      |                        |  |  |
| Date: 21 September 2017                                | 7                           | 1                                    |                        |  |  |
| To be completed on conclusion                          | of session and n            | rovided to Governance Administration | on Officer             |  |  |

#### General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
  (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
  The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly,
- and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)]. The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].

  A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor
- realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].

# 8.2 Assemblies of Councillors

APPENDIX 2 ASSEMBLY OF COUNCILLORS - MACQUARIE LOCAL GOVERNMENT LAWYERS - 26 SEPTEMBER 2017



# **Assembly of Councillors Record**

Description of Meeting: Terry Bramham - Macquarie Local Government Lawyers Responsible Officer: Anne Howard - General Manager, Governance and Infrastructure Date: 26 September 2017 In Attendance: Yes (✓) No (X) N/R (Not Required)

| Councillors  |   | Officers   |   | Others  |   |
|--|---|--|---|---|---|
| Cr. Brian McKiterick, Mayor                              | 1 | Chief Executive Officer - Keith Baillie                      | 1 | External – Terry<br>Bramham, Macquarie<br>Lawyers | 1 |
| Cr. David Bell   | 1 | General Manager Governance &<br>Infrastructure - Anne Howard | 1 |   |   |
| Cr. Libby Coker  | 1 | General Manager Environment &<br>Development - Ransce Salan  | 1 |   |   |
| Cr. Martin Duke  | 1 | General Manager Culture & Community -<br>Chris Pike          | 1 |   |   |
| Cr. Clive Goldsworthy                                    | 1 | Team Leader Governance - Candice<br>Holloway                 | 1 |   |   |
| Cr. Rose Hodge   | 1 | Governance Administration Officer –<br>Claire Rose           | 1 |   |   |
| Cr. Carol McGregor                                       | 1 | Co-ordinator Corporate Planning –<br>Danielle Foster         | 1 |   |   |
| Cr. Margot Smith   | 1 | Manager Development & Planning – Bill Cathcart               | 1 |   |   |
| Cr. Heather Wellington (via teleconference until 2.15pm) | 1 |  |   |   |   |

| 4                      | anian with Taum             | Describera Massussia Lass  | 100000000000000         |
|------------------------|-----------------------------|----------------------------|-------------------------|
| Governance Se          | ession with Terry           | y Bramham - Macquarie Loca | ii Government Lawyers   |
| Councillor/Officer Dec | larations of In             | terest                     |                         |
| Councillor/Officer     | Left<br>Meeting<br>(Yes/No) | Type & Details of Interest | (s) Disclosed           |
| Nil declared.          |                             |                            |                         |
| Responsible Officer S  | ignature:                   | Que Loway                  | Print Name: Anne Howard |

MEETING CONCLUDED

3.30pm

# General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

(a) the subject of a decision of the Council; or

MEETING COMMENCED 1.35pm

- (a) the subject of a decision of the Council, of (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
  The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly,
- and made available for public inspection at the Council offices for 12 months after the date of the assembly [s80A(2)].
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a
- Councillor attending [s.80A(1)].

  A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].

  A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is
- being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].

# 8.2 Assemblies of Councillors

# APPENDIX 3 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 26 SEPTEMBER 2017



# **Assembly of Councillors Record**

Description of Meeting: Council Briefing Meeting

Responsible Officer: Anne Howard - General Manager, Governance and Infrastructure

Date: 26 September 2017

MEETING COMMENCED

In Attendance: Yes (✓) No (X) N/R (Not Required)

3.50pm

| Councillors                 |   | Officers   |   | Others |  |
|-----------------------------|---|--|---|--------|--|
| Cr. Brian McKiterick, Mayor | 1 | Chief Executive Officer - Keith Baillie                      | 1 |        |  |
| Cr. David Bell              | 1 | General Manager Governance &<br>Infrastructure - Anne Howard | 1 |        |  |
| Cr. Libby Coker             | 1 | General Manager Environment &<br>Development - Ransce Salan  | 1 |        |  |
| Cr. Martin Duke             | 1 | General Manager Culture & Community -<br>Chris Pike          | 1 |        |  |
| Cr. Clive Goldsworthy       | 1 | Team Leader Governance - Candice<br>Holloway                 | 1 |        |  |
| Cr. Rose Hodge              | 1 | Manager Program Management Office -<br>Rowena Frost          | 1 |        |  |
| Cr. Carol McGregor          | 1 | Coordinator Management Accounting -<br>Gabrielle Spiller     | 1 |        |  |
| Cr. Margot Smith            | 1 |  |   |        |  |
| Cr. Heather Wellington      | Х |  |   |        |  |

**MEETING CONCLUDED** 

4.15pm

|   |                |                         | <u>'</u>          |  |
|---|----------------|-------------------------|-------------------|--|
| Matters considered at the   | ne meeting     |                         |                   |  |
|   |                |                         |                   |  |
| <ol> <li>Conflicts of Interest</li> </ol>   | est            |                         |                   |  |
| <ol><li>Monthly Finance</li></ol>   | Report – Aug   | ust 2017                |                   |  |
| <ol><li>Digital Transform</li></ol>   | ation Program  | Update                  |                   |  |
| Monthly Program   | Status Repor   | t Update – August 2017  |                   |  |
| <ol><li>Agenda Review -</li></ol>   | - 26 September | er 2017 Ordinary Counci | l Meeting Agenda  |  |
|   |                |                         |                   |  |
| Councillor/Officer Decla  | rations of In  | terest                  |                   |  |
|   | Left           |                         |                   |  |
| Councillor/Officer  | Meeting        | Type & Details of Inte  | rest(s) Disclosed |  |
|   | (Yes/No)       |                         |                   |  |
| Nil declared.   |                |                         |                   |  |
| Responsible Officer Signature: Print Name: Anne Howard                                      |                |                         |                   |  |
| Date: 27 September 201  | 7              | 1                       |                   |  |
| To be completed on conclusion of session and provided to Governance Administration Officer. |                |                         |                   |  |

# General Information:

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be 
(a) the subject of a decision of the Council; or

(b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee—but does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139, a club, association, peak body, political party or other organisation;
The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available

- The CEO must also ensure that the winter record of all assembly of councillors is kept of the patient of the date of the assembly (se0A/2)].

  The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].

  A Councillor must disclose the conflict of interest either immediately before the matter is considered, or where the Councillor realises he or she has a conflict of interest after consideration of the matter has begun, as soon as the Councillor becomes aware he or she has a conflict of interest [s.80A(4)].
- A Councillor attending an assembly of Councillors must disclose a conflict of interest and leave the assembly while a matter is being considered, if he or she knows that the particular matter is one that if it was to be considered and decided by Council, he or she would have to disclose a conflict of interest\* under the Act [s.80A(3)].

# 8.2 Assemblies of Councillors

# APPENDIX 4 ASSEMBLY OF COUNCILLORS - COUNCIL BRIEFING - 3 OCTOBER 2017



# **Assembly of Councillors Record**

Description of Meeting: Council Briefing Meeting

Responsible Officer: Anne Howard – General Manager, Governance and Infrastructure

Date: 3 October 2017

In Attendance: Yes (✓) No (X) N/R (Not Required)

| Councillors                             |   | Officers   |   | Others |
|---|---|--|---|--------|
| Cr. Brian McKiterick, Mayor             | 1 | Chief Executive Officer - Keith Baillie                              | 1 |        |
| Cr. David Bell                          | x | General Manager Governance &   | / |        |
| Or. David Boll                          |   | Infrastructure - Anne Howard   | _ |        |
| Cr. Libby Coker                         | Х | General Manager Environment & Development - Ransce Salan             | 1 |        |
| Cr. Martin Duke<br>(arrived at 10.39am) | 1 | General Manager Culture & Community -<br>Chris Pike                  | 1 |        |
| Cr. Clive Goldsworthy                   | х | Team Leader Governance - Candice<br>Holloway                         | 1 |        |
| Cr. Rose Hodge                          | 1 | Coordinator Strategic Planning - Karen<br>Hose                       | 1 |        |
| Cr. Carol McGregor                      | 1 | Senior Strategic Planner - Jorgen<br>Peeters                         | 1 |        |
| Cr. Margot Smith                        | 1 | Manager Economic Development and<br>Tourism – Matt Taylor            | 1 |        |
| Cr. Heather Wellington                  | 1 | Project Manager - Capital & Operations<br>Projects – Agnes Tong      | 1 |        |
|   |   | Business Improvement Officer - Trevor<br>Britten                     | 1 |        |
|   |   | Manager Aged & Family – Bronwyn<br>Saffron                           | 1 |        |
|   |   | Manager Development & Planning – Bill Cathcart                       | 1 |        |
|   |   | Coordinator Development Compliance<br>and Local Laws – Andrew Hewitt | 1 |        |
|   |   | Co-ordinator Business and Tourism<br>Strategy – Simon Loone          | 1 |        |
|   |   | Manager Environment & Community Safety - Rowan Mackenzie             | 1 |        |
|   |   | Environment Officer - Leanne Rolfe                                   | 1 |        |
|   |   | Manager Community Relations – Damian Waight                          | 1 |        |
|   |   | Arts Development Officer - Julie Dyer                                | 1 |        |
|   |   | Manager Facilities & Open Space<br>Operations Travis Nelson          | 1 |        |
|   |   | Coordinator Open Space Operations –<br>Jason Eales                   | 1 |        |

| MEETING COMMENCED10.13amMEETING CONCLUDED1.29pm |  |
|---|--|
|---|--|

# Matters considered at the meeting (or attach agenda) 1. Conflicts of Interest 2. Communication Report - Amendment C114 - Spring Creek Precinct Structure Plan 3. Confirmation of Council Briefing Minutes - Confirmation of Council Briefing Minutes - 26 September 2017 4. Communication Report - Hinterland Futures Strategy 5. Communication Report - Surf Coast Shire Council Annual Report 2016 - 2017 6. Communication Report - Positive Ageing Service Review 7. Communication Report - Circus Policy SCS-026 - Update 8. Communication Report - Signage on Council Managed Land Policy SCS-012 Review 9. Communication Report - Rabbit Management Policy SCS-029 - Review



| <ol><li>Communication</li></ol>                        | Report - Art Sp  | pace Update and Fees                                      |  |  |  |
|--|--|---|--|--|--|
| <ol> <li>Communication</li> </ol>                      | 11. Communication Report - Draft Tree Risk Management Plan |   |  |  |  |
| 12. Communication                                      | Report - Footp   | ath Trading Policy SCS-011 - Update                       |  |  |  |
| 13. Communication                                      | Report - Susta   | inable Agribusiness Strategy for the G21 Region 2017-2022 |  |  |  |
| 14. Communication                                      | Report - White   | Ribbon Day Flag approval                                  |  |  |  |
| 15. Other Business                                     |  | , , , , ,   |  |  |  |
|  |  |   |  |  |  |
| Councillor/Officer Dec                                 | larations of Int   | terest  |  |  |  |
| Councillor/Officer                                     | Left<br>Meeting<br>(Yes/No)                                | Type & Details of Interest(s) Disclosed                   |  |  |  |
| Nil declared.  |  |   |  |  |  |
| Responsible Officer Signature: Print Name: Anne Howard |  |   |  |  |  |
| Date: 6 October 2017                                   |  |   |  |  |  |
| To be completed on conclusion                          | n of session and pr  | rovided to Governance Administration Officer.             |  |  |  |

An assembly of Councillors means a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

- (a) the subject of a decision of the Council; or
  (b) subject to the exercise of a function, duty or power of the Council that has been delegated to a person or
  committee— but does not include a meeting of the Council, a special committee of the Council, an audit committee
  established under section 139, a club, association, peak body, political party or other organisation;
- The CEO must also ensure that the written record of an assembly of Councillors is kept for 4 years after the date of the assembly, and made available for public inspection at the Council offices for 12 months after the date of the
- The CEO must ensure that at an assembly of Councillors, a written record is kept of the names of all Councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending [s.80A(1)].
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# 9. NOTICE OF MOTIONS

Nil

# 10. CLOSED SECTION

# Recommendation

That Council pursuant to section 89(2)(h) other matters and section 89(2)(d) contractual matters of the Local Government Act 1989, close the meeting to members of the public to resolve on matters pertaining to the following items:

- 10.1 Confidential Assemblies of Councillors.
- 10.2 Anglesea Landfill Cell 3D Liner Construction Contract T18-013.
- 10.3 Positive Ageing Service Review Confidential Research Paper.

# Recommendation

That:

- 1. The resolution and report pertaining to Confidential item 10.1 and 10.3 remain Confidential.
- 2. The resolution pertaining to Confidential item 10.2 be made public and the report remain Confidential.
- 3. Council open the meeting to the public at pm.

Close: There being no further items of business the meeting closed at pm.