

Agenda

Meeting of Council

Tuesday 9 December 2025

Surf Coast Shire Civic Office

Council Chambers

1 Merrijig Drive, Torquay, Victoria 3228

Commencing at 6:00pm

Council:

Cr Libby Stapleton (Mayor)

Cr Paul Barker

Cr Mike Bodsworth

Cr Phoebe Crockett

Cr Joel Grist

Cr Liz Pattison

Cr Tony Phelps

Cr Adrian Schonfelder

Cr Leon Walker

Order of Business

1 Procedural Matters.....	5
1.1 Present.....	5
1.2 Opening	5
1.3 Pledge.....	5
1.4 Apologies	5
1.5 Confirmation of Minutes	5
1.6 Leave of Absence Requests	5
1.7 Conflicts of Interest	5
1.8 Presentations	6
1.9 Public Question/Submission Time	6
2 Petitions and Joint Letters	7
3 Notices of Motion	8
4 Reports.....	9
4.1 Response to Petition - Extra Kangaroo and Wildlife Signage Multiple locations within Surf Coast Shire	9
4.2 Our Places and Spaces - Social Infrastructure Plan 2026-2036.....	14
4.3 Council Representation on Various Regional/Peak Organisations	66
4.4 SCS-050 Service Review Policy for adoption	70
4.5 Community Asset Committee Annual Update 2024-2025	84
4.6 2026 Audit and Risk Committee Charter	91
4.7 Anglesea Landfill Rehabilitation - Stage 4 Project	125
4.8 Project Budget Adjustments and Cash Reserve Transfers - December 2025	131
4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987	140
4.10 Conflict of Interest Records.....	146

5 Closed Section	154
5.1 Closure of Meeting to the Public	154
6 Urgent Business.....	155
7 Close of Meeting	156

1 Procedural Matters

1.1 Present

1.2 Opening

The Surf Coast Shire local government area spans the traditional lands of the Wadawurrung People and the Gulidjan and Gadubanud Peoples of the Eastern Maar. The main Council offices in Torquay are on Wadawurrung Country. We wish to acknowledge the Traditional Owners of the lands on which each person is attending or viewing this meeting today, and pay respect to Elders past and present. Council also acknowledges other First Nations People that may be attending the meeting today.

1.3 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.

1.4 Apologies

1.5 Confirmation of Minutes

Recommendation

That Council notes the minutes of the Council Meeting held on 25 November 2025 as a correct record of the meeting.

1.6 Leave of Absence Requests

1.7 Conflicts of Interest

Note to Councillors and Officers

Declaration of Interest

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

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

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

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

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

Disclosure of Interest

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

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

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

1.8 Presentations

1.9 Public Question/Submission Time

2 Petitions and Joint Letters

Nil.

3 Notices of Motion

Nil.

4 Reports

4.1 Response to Petition - Extra Kangaroo and Wildlife Signage Multiple locations within Surf Coast Shire

Council Plan	Strategic Direction - Assets and Infrastructure
Author's Title:	Coordinator Road Strategy
General Manager:	Chris Pike, General Manager Placemaking and Environment
Division:	Placemaking and Environment
Department:	Placemaking and Environment
Attachments:	Nil

Purpose

1. The purpose of this report is to respond to a petition requesting that Council erect extra kangaroo/wildlife signage at multiple locations within Surf Coast Shire. The petition consisted of 44 signatures.

Recommendation

That Council:

1. Undertakes traffic assessments on Duffields Road, Bones Road, Jarosite Road, and Addiscott Road to determine wildlife signage requirements in accordance with Australian Standards and Department of Transport (DTP) guidelines.
2. Pending the findings of the traffic assessments, adjusts wildlife signage in accordance with Australian Standards and Department of Transport (DTP) guidelines.
3. Advises the lead petitioner of this resolution, the findings of traffic assessments and any adjustments to wildlife signage.

Outcome

2. If Council accepts this recommendation, it will ensure that kangaroo/wildlife warning signs installed on the identified rural road network is in line with Australian Standards and DTP guidelines.

Key Considerations

3. A shire resident presented a petition at the September Council Meeting requesting to install extra kangaroo/wildlife signage on several roads in Surf Coast including Duffields Road, Great Ocean Road, Bells Boulevard, Bones Road, Jarosite Road, Addiscott Road and surrounding areas.
4. The resident's concerns are due to kangaroos' natural migratory patterns being disrupted by the expanse of urban development in the area, causing safety risks for drivers who may be unaware of the movement of wildlife across roads.
5. The installation of new or additional kangaroo/wildlife signs on local roads is undertaken as part of Council's Road Management responsibilities under Australian Standards and DTP guidelines.

6. Installation of kangaroo/wildlife signs on Bells Boulevard and Great Ocean Road are DTP's responsibility.
7. Council's Road Strategy team receive requests for new and additional kangaroo/wildlife signs on local roads throughout Surf Coast Shire on a regular basis and assess each location as part of their daily operational duties in maintaining a safe road network.
8. Council officers' assessment of the need for new wildlife signage is undertaken by considering several key factors which include:
 - 8.1. Consultation and expert advice from Council's Environment team to determine wildlife numbers and patterns (the environment team liaise with Department of Energy, Environment and Climate Action (DEECA) and other organisations on these matters).
 - 8.2. Reported resources of recorded wildlife incidents.
 - 8.3. Requests for removal of dead animals from the road/roadside.
 - 8.4. Consistent fresh water sources available.
 - 8.5. Volumes and speed of traffic and commercial vehicles.
 - 8.6. Continuous historical trends of kangaroo activity.
 - 8.7. Increased safety impact to road users from installing signage.
9. Council currently has kangaroo/wildlife signs installed on 80kph rural roads on Bones Road, Jarosite Road and Addiscott Road. No wildlife signs are present on the 60kph section of Duffields Road.
10. Council officers carried out a kangaroo/wildlife sign assessment for Bones Road in 2023 and recommended an additional sign be installed for west bound traffic approx. 150m west of its intersection with Bells Boulevard.
11. The majority of surrounding 80kph and 100kph high volume rural roads in the area have wildlife/kangaroo signs installed including Grossmans Road, Gundrys Road, Messmate Road, Forest Road and Blackgate Road.
12. Installation of any new or additional warning signs should be assessed in accordance with Australian Standards and DTP requirements. Installation of signs outside of these guidelines will lead to an inconsistent road signage network.

Background

13. The region is known for its kangaroo habitat and healthy kangaroo populations; groups of kangaroos frequent local roads as they move from one habitat to another. To ensure the effectiveness of wildlife warning signs, Council only installs kangaroo/wildlife signs where known migratory routes intersect with roads as per Australian Standards and DTP guidelines.

14. It is noted that current research indicates that over 40% of drivers don't pay attention to conventional wildlife warning signs and it has limited to no effect on changing driver behaviour or lowering vehicle speeds on local roads¹.
15. Increasing the number of wildlife warning signs on local roads has been found to decrease the effectiveness of such signs as drivers become used to them and ignore them².
16. DTP's guidelines for wildlife warning signs indicates signage may be repeated every 3-5km if wildlife presents a hazard to road users over a long distance.
17. The evidence-based conclusions around static wildlife signs being ineffective have led to officers trialling the use of Variable Message Signs in kangaroo activity hotspots in the Anglesea township and along Blackgate Road and Bones Road at key times in the year to heighten awareness of kangaroo movements.
18. Officers are investigating the possibility of producing wildlife warning bin stickers that residents can place on their kerbside bins. Whilst not formal road signs, they may help alert drivers to kangaroo and other wildlife activity in hot spots.

Options

19. **Alternative Option 1** – That Council installs wildlife signs, not in line with Australian Standards.

This option is not recommended by officers as this will mean signs installed on our road network will not be in line with Australian Standards and DTP guidelines, this can lead to signage inconsistencies on the road network. It can also lead to signage ineffectiveness and signage proliferation while increasing signage maintenance and management cost.

20. **Alternative Option 2** – That Council designs and implements a shire wide wildlife protection strategy.

This option is not recommended by officers as this is not in the current work program, is not planned and could not be achieved within existing resources. Officers are part of local government networks sharing information on approaches to wildlife protection. This is a challenging problem to address with deficiencies in data to measure the problem and evaluate change, and fragmented responsibilities for wildlife protection (e.g. speed zone changes rest with state government). A strategic approach could be beneficial albeit the extent of positive or negative impacts is hard to assess. It is well beyond the scope of matters considered in responding to this petition and has not been canvassed within the organisation.

¹ November 2025, Parliamentary enquiry into Wildlife Roadstrike in Victoria, AAMI statistics on Wildlife Road Strike – Finding 27, page 16.

² Bond, R.F, Jones, D,N (2103) Wildlife Warning Signs: Public assessment of components, placements and design to optimise driver response. *Animals*, 3, 1142-1161.

Financial Considerations

21. Traffic assessments will be programmed into the operational work of the road strategy unit and conducted by existing staff as part of their regular tasks. This is a common business-as-usual activity.
22. Any additional signage installation will be at a cost of \$300 per sign.
23. It does not cost anything to use Council-owned Variable Message Signs. Placement and collection of signs is part of business-as-usual activity.

Community Engagement

24. No community engagement was undertaken as this report is in response to a community petition.

Statutory / Legal / Policy Considerations

25. Determining the need and location of kangaroo/wildlife signage on the road network is carried out under Australian Standards AS1742.2 and DTP policy and guidelines. Installation of additional signage not aligned with this would be in breach of Council's Road Manager responsibilities and functions.

Council Plan 2025-2029 Strategic Direction

26. Assets and Infrastructure

The important role assets play in our community will be given specific recognition. Investment in assets will be equitable and evidence based. Road condition and function will be a focus whilst Council also broadens options for non car-based travel. Maintenance levels will be calculated to achieve the best balance of cost and amenity over time.

Strategic Risk

27. Failure to meet Council's governance and compliance obligations
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*
28. If Council accepts this recommendation, it will ensure that kangaroo/wildlife warning signs installed on our rural road network is in line with Australian Standards and State guidelines consistent with our road management requirements and not lead to inconsistency on Council's Road Network.

Risk Rating

29. Risk rating is low and can be managed at department level. This is an operational function within the Road Strategy team.

Sustainability Considerations

30. There are no sustainability considerations associated with this report.

Conflict of Interest

31. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

32. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

33. This report is not within the scope of the Audit and Risk Committee.

Councillor Briefings

34. This item was discussed at the following Councillor briefings prior to being presented to Council for consideration. Councillor attendance at each briefing was as follows:

Councillor Briefing Date: 2 December 2025

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Paul Barker</i>	<i>Y</i>	<i>Cr Tony Phelps</i>	<i>Y</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>N</i>
<i>Cr Phoebe Crockett</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Leon Walker</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>		

Councillor attendance at briefings is not a statutory requirement. Councillors are able to access and request information through a number of mechanisms to understand matters being presented at a Council Meeting.

4.2 Our Places and Spaces - Social Infrastructure Plan 2026-2036

Council Plan

Author's Title:

General Manager:

Division:

Department:

Attachments:

Strategic Direction - Assets and Infrastructure

Strategic Direction - Community Wellbeing

Strategic Direction - Sustainable Communities

Coordinator Social Infrastructure & Open Space Planning

Chris Pike, General Manager Placemaking and Environment

Placemaking and Environment

Integrated Planning

1. Attachment 1 - FINAL - Our Places and Spaces - Surf Coast Social Infrastructure Plan 2026-2036 [4.2.1 - 36 pages]
2. Attachment 2 - Our Places and Space Social Infrastructure Plan Engagement Results Dec 2025 [4.2.2 - 10 pages]

Purpose

1. The purpose of this report is to seek adoption of the 'Our Places and Spaces Social Infrastructure Plan 2026-2036' to guide provision of social infrastructure for the Surf Coast Shire Council.

Recommendation

That Council:

1. Adopts the 'Our Places and Spaces Social Infrastructure Plan 2026-2036' (**Attachment 1**) and;
2. Informs the lead petitioner of the petition titled 'Request for Playground in Grossman's Ridge Estate' of this decision, and provides the lead petitioner of the copy of the minutes for this item.

Outcome

2. Council will be adopting a ten-year plan to guide investment and decision making in social infrastructure provision for the Surf Coast Shire.
3. The Our Places and Spaces Social Infrastructure Plan 2026 -2036 included as **Attachment 1** provides:
 - 3.1. Council with the policy position and statements associated with the provision of social infrastructure.
 - 3.2. Planning initiatives to ensure ongoing innovation and improvements in the provision and management of social infrastructure assets.
 - 3.3. A prioritisation framework and resultant prioritised pipeline of projects to ensure social infrastructure owned and managed by Council is accessible, inclusive, flexible, fit for purpose and meeting the needs of our communities, and;
 - 3.4. Surf Coast communities with clarity on Council's role, how decisions are made and what is planned in the place they live.

Key Considerations

4. The 'State of Play' operational document was presented to Council on 27 August 2024, seeking approval to engage with stakeholders and the community in the development of an integrated social infrastructure framework to guide social infrastructure provision and investment.
5. Stakeholder and community engagement was undertaken throughout 2025 and elicited a range of feedback from stakeholders and the community in relation to the provision of social infrastructure on the Surf Coast.
6. Community feedback shows strong use of all types of community spaces across the region but also gaps in access for indoor sport and early years services. Open spaces and pathways are widely used and valued across all communities. Respondents said community hubs such as Anglesea Community House and Winchelsea Shire Hall are seen as vital for local programs and events. There is a desire for more balanced investment across townships and facilities that reflect the needs of growing and diverse communities.
7. An evidence-based integrated planning framework has been developed and refined through community engagement, and based on industry best practice approach to assess the adequacy of current provision and assess and prioritise projects for investment. The assessment of projects was based on a range of weighted criteria across two themes of 'Community Benefit' and 'Project Deliverability'.
8. The Our Places and Spaces Social Infrastructure Plan 2026-2036 (the Plan) provides the overarching strategic direction aligned with the Council Plan, Council policy and strategies, service objectives and specific community need, for the provision of social infrastructure assets for service delivery, community programs, activities and events throughout the Shire.
9. Funding for priority projects will be sought through the annual budget process.

Background

10. The 'State of Play' document brought visibility to the infrastructure requirements and priorities across nine Council service networks including Arts and Culture (including libraries), Aquatics, Leisure and Recreation, Community Meeting and Program Spaces, Early Years, Outdoor Sport and Recreation, Play Spaces and Open Space, Pathways and Connections, Public Amenities and Youth Spaces. This equates to 41 different asset classes across the nine networks.
11. Stakeholder and community engagement was undertaken throughout 2025 including:
 - 11.1. Surf Coast Shire Council's individual community service areas and asset management departments
 - 11.2. Interviews with a range of stakeholders including State and Federal Government Agencies, Local Government Authorities, community associations and community clubs; and
 - 11.3. Community engagement through 5 August to 30 September via the Your Say engagement platform and in person events.

12. Community engagement elicited a range of feedback from the community in relation to the provision of social infrastructure on the Surf Coast. Refer to **Attachment 2**.
13. The Our Places and Spaces – Social Infrastructure Plan has subsequently been developed and refined through community engagement based on:
 - 13.1. A robust evidence-base and industry best practice approach to assessing the adequacy of current and proposed provision; and
 - 13.2. The development of the assessment matrix to enable the equitable prioritisation of projects for investment based on criteria across two themes of 'Community Need' and 'Project Deliverability'.
14. Community Need considerations include community benefit, strategic alignment, current shortfalls, asset renewal, sustainability, economic benefit, educational outcomes, health benefit, access to existing infrastructure, catchment impact and shared use objectives. Deliverability considerations include project readiness, stakeholder support, financial modelling, funding opportunities, governance and project scale.
15. Throughout the planning and engagement phase, it was identified that there is a significant program of work including planning, design and capital works and policy requirements committed to. These have been identified in existing plans, strategies, structure plans, master plans, renewal programs and developer contributions programs.
16. Planning identified that Council generally has reasonable asset provision across its service networks but that Council needs to continue to plan, manage and renew its assets to ensure a balance of investment. The current economic environment challenges Council's financial capacity to deliver new things. As such, there will be a strong focus on delivering existing priorities and renewing the assets Council has in the short term.
17. The Plan applies an affordability and organisational capacity lens to the delivery of identified short term project priorities and will be reviewed annually on a rolling basis to capture projects delivered and include emerging project priorities as identified.
18. A Funding Strategy has been developed to inform and support project realisation which substantially relies on grant income to achieve a range of service and community infrastructure objectives.
19. A petition was received by Council presented at the September 2025 Council meeting regarding the community's desire for the development of a playground in the Grossman Ridge estate. The Our Places and Spaces Social Infrastructure Plan recognises the demand for a playground for this local community.

Options

20. **Alternative Option 1** – That Council does not adopt the Plan to guide investment in social infrastructure priorities as determined. This option is not recommended by officers as there would be a reputational and financial risk to Council by not supporting an evidence-based guide for investment in social infrastructure assets.
21. **Alternative Option 2** – That Council supports further community engagement regarding the Our Places and Spaces – Social Infrastructure Plan. This option is not

recommended as extensive stakeholder and community engagement has been undertaken over the last 12 months to inform the development of the Plan.

Financial Considerations

22. The Plan provides a ten-year investment pipeline for priority projects but does not commit Council to investment in any specific project. The plan provides guidance on legal, statutory and financial obligations in relation to infrastructure provision, service requirements and notional timing for infrastructure requirements.
23. Priorities for funding will be proposed for consideration as part of the annual budget process. Delivery of many projects will depend on external funding such as grants and community contributions.
24. A review of the Plan will be undertaken and presented to Council annually.
25. The cost to develop the Plan has been estimated at approximately \$125,000 in staffing costs for the 2024/25 FY. Implementation of the Plan has been calculated at \$240,000 annually based on utilising a percentage of existing FTE.

Community Engagement

26. An invitation to engage with Council officers was provided to all stakeholders and local communities.
27. Stakeholder engagement was undertaken with Federal and State Government agencies including Department of Education, Department of Environment, Energy and Climate Action, Department of Education, Department of Transport and Planning, Regional Development Victoria, Regional Development Australia, Regional Arts Victoria, Creative Vic, Department of Jobs, Skills, Industry and Regions, Sport and Recreation Victoria.
28. Engagement was undertaken with Golden Plains Shire, Colac Otway Shire and the City of Greater Geelong,
29. Engagement was undertaken with Council's All Abilities & Positive Aging Advisory Committee's, Gordon TAFE, Surf Coast Secondary College, Winchelsea Primary School, Anderson Roadknight Hall, Modewarre Reserve, & Deans Marsh Reserve Community Asset Committee, Deans Marsh Cottage, Growing Winchelsea and Barwon Adolescent Task Force.
30. Your Say engagement was conducted from 5 August to 30 September 2024 seeking feedback from the community on the State of Play document. In person events were held in Lorne, Anglesea, and Torquay. A session was scheduled for Winchelsea, but the Market was cancelled due to inclement weather.
31. The engagement highlighted issues and opportunities in relation to social infrastructure provision and feedback has resulted in the inclusion of a number of community priorities and guided the prioritisation of projects.

Statutory / Legal / Policy Considerations

32. The endorsement of the Plan will guide Council in meeting statutory, legal and policy obligations in relation to social infrastructure provision.

33. In compliance with the *Gender Equality Act 2020* a Gender and Equity Impact Assessment has been conducted on this program, policy, project, service.
34. The Gender and Equity Impact Assessment (GEIA) for the Our Places and Spaces Social Infrastructure Plan (SIP) demonstrates that the document and the assessment prioritisation framework on which it is scaffolded are informed by best practice guidance for the funding planning and design of social infrastructure and open space. The SIP community engagement methodology and findings are consistent with academic, peak body and state and local government research and recommend the inclusion of decision-making principles based on equity and access and inclusion. The GEIA key findings underscore the importance of the SIP in supporting a better understanding of equity and the role more equal access and use of social infrastructure and open space places can play in creating healthier, more socially connected, prosperous and sustainable communities.

Council Plan 2025-2029 Strategic Direction

35. Assets and Infrastructure

The important role social infrastructure assets play in our community is recognised through strategic objective of ensuring infrastructure is fit for purpose and service levels are appropriate and that the social value of infrastructure and facilities is understood and informs decision making. Investment in assets will be equitable and evidence based.

36. Community Wellbeing

Through social infrastructure, Council seeks to provide equitable access to services, social infrastructure and opportunities to participate in community life, increase social connection to support physical and mental wellbeing, support inclusive communities, support community participation and empowerment and will favour projects being led by community where possible. Council will foster healthy active living and community connections for all age groups that improve wellbeing and are equitable and inclusive. The needs of younger and future generations inform decision making and will be prioritised given Council's role in planning for the future.

Strategic Risk

37. Failure to plan and deliver infrastructure and services which keep pace with growth
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*
38. By adopting the Our Places and Spaces Social Infrastructure Plan, Council will embed a strategic framework to ensure provision of social infrastructure commensurate with need.
39. No new significant risk is deemed to arise from the endorsement of this guiding document.

Risk Rating

40. Risk rating is low and can be managed at department level.

Sustainability Considerations

41. The provision of social infrastructure will be in line with Council's Sustainable Design Policy.

Conflict of Interest

42. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

43. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

44. This report is not within scope of the Audit and Risk Committee.

Councillor Briefings

45. This item was discussed at the following Councillor briefings prior to being presented to Council for consideration. Councillor attendance at each briefing was as follows:

Councillor Briefing Date: 11 November

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Paul Barker</i>	<i>Y</i>	<i>Cr Tony Phelps</i>	<i>Y</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>N</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>	<i>Cr Leon Walker</i>	<i>Y</i>

Councillor Briefing Date: 2 December 2025

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Paul Barker</i>	<i>Y</i>	<i>Cr Tony Phelps</i>	<i>Y</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>N</i>
<i>Cr Phoebe Crockett</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Leon Walker</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>		

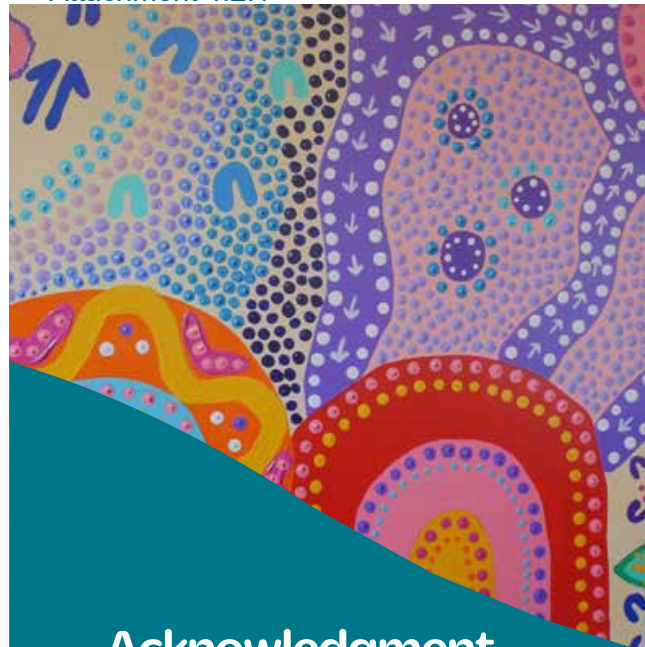
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Our Places and Spaces

Social Infrastructure Plan 2026-2036



Artist Credit: Geoffrey Carran Aireys Inlet Community Hall



Acknowledgment of Country

Surf Coast Shire Council acknowledges the Wadawurrung People, and Gulidjan and Gadubanud Peoples of the Eastern Maar, their Elders and leaders past, present and emerging as the Traditional Owners of the skies, land, waters and sea country across our municipality.

We acknowledge their care and custodianship for more than 60,000 years, which continues today. We walk with them as we respectfully care for and tread lightly on these lands.

We also extend that respect to all First Nations people who are part of the community.

Contents

Executive Summary	4
About this document	5
Social Infrastructure	6
Things we considered	8

What's planned in the place you live

Shire Wide	18
Aireys Inlet	20
Anglesea	21
Bellbrae	22
Boonah and Wensleydale	23
Deans Marsh and Pennyroyal	24
Freshwater Creek	25
Jan Juc and Bells Beach	26
Lorne and Benwerrin	27
Moriac and Barrabool	28
Mount Duneed & Connewarre	29
Torquay	30
Winchelsea (North & South)	33
New Project Ideas	35

About the Surf Coast

The Surf Coast Shire is located 1.5 hours west of Melbourne, at the start of the Great Ocean Road. One of Victoria's most significant visitor destinations, our shire is home to some of the world's most iconic surf locations such as Bells Beach, and unique landscapes like Anglesea Heath and Great Otway National Park.

The diverse beauty of our place has encouraged a creative and skilled community to take up residence here. Proximity to Melbourne, coupled with the extraordinary natural environment, has long inspired a migration from Melbourne and Geelong. This migration has resulted in significant residential growth, enriching the local community that has played an important part in defining, connecting and shaping our townships and communities.

These unique geographic and lifestyle aspects have resulted in a Surf Coast identity that finds its inspiration in our natural world and the elements that define our every day.

Rolling hills, cold mornings, coastal cliffs and beaches; flower-filled heathland, towering trees, rivers and rich wildlife engage our passions and curiosity, informing our expression of who we are as individuals and as a community.

Heritage, both contemporary and ancient, guides our knowledge of place, deepening our sense of belonging and sustaining our values.

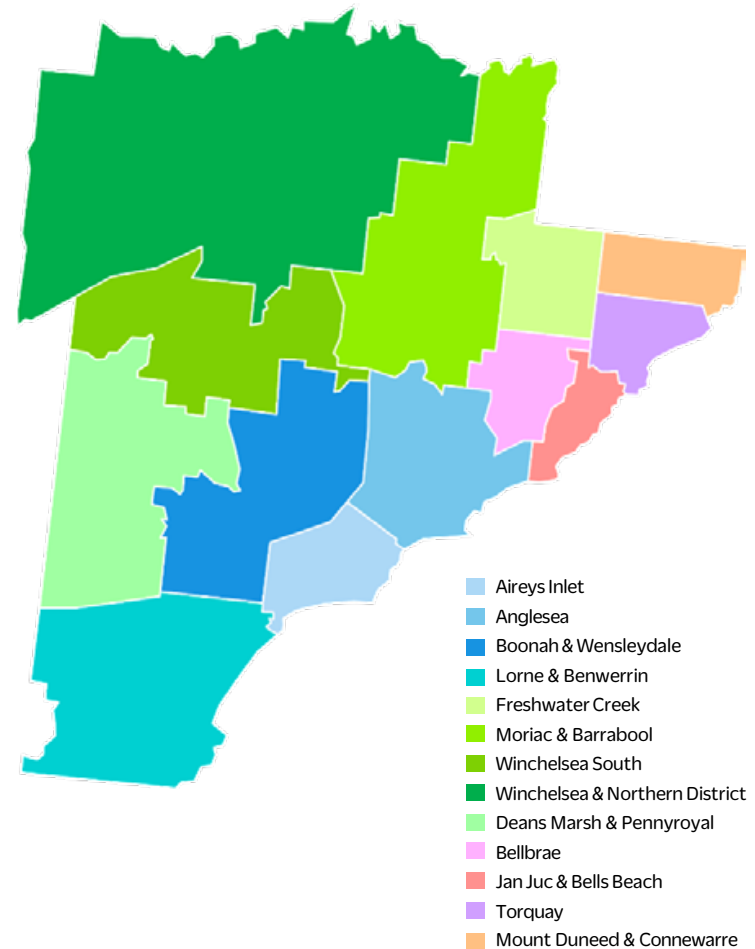
Surf Coast Shire spans the traditional lands of the Wadawurrung People and the Gulidjan and Gadubanud Peoples.

Council is committed to a journey towards reconciliation through a commitment to genuine truth-telling, education and support of cultural heritage learning.

We seek to broaden our understanding of Traditional Owners' perspectives and to use this knowledge to make better decisions.

Our commitment to Reconciliation is an underpinning principle in all of the work that we do.

Our welcoming and inclusive communities have created an environment enabling, the Surf Coast to be rated as the No 4 Local Government Area for liveability in the 2025 Australian Liveability Census.



Executive Summary

The Our Places and Spaces - Social Infrastructure Plan provides a view of Council's priorities and commitments for the next 10 years.

Council spends millions of dollars providing, maintaining and managing community places, spaces and services each year to support service delivery, social connection, healthy lifestyles and the protection of our natural environment.

We are experiencing a number of global and local pressures that will impact how we plan for and deliver this important infrastructure and open space, including population growth, the state of our environment, aging assets, equity of access, the emergence of alternative providers, changing legislation and expectations, and a significant shift in the funding landscape.

We have been working to understand our network of social infrastructure and open spaces including an assessment of provision, condition and use, and understanding its critically based on need, climate risks and whether it is accessible and fit-for-purpose.

We also completed an assessment of our existing commitments and priorities in addition to understanding our capacity and resources.

This revealed a significant program of planning, works and policy requirements already identified and committed to in existing plans, strategies, structure plans, master plans, renewal programs and developer contribution programs.

We found that we generally have reasonable asset provision across our networks but that we are consuming our assets quicker than we can renew them. As such, there will be a strong focus on renewing the things we have in the short term.

Understanding our existing priorities and commitments within the context of our resources and capacity to deliver is key, as our analysis shows that our commitments in Torquay start to relax in 2029 when our existing developer commitments and debt servicing begins to ease. This is also likely to be countered by growth pressure in Winchelsea as growth begins to accelerate after this time.

We want to ensure we can continue to sustainably plan and deliver these places and spaces, where, when and how they are needed most.

Our Places and Spaces

In 2024, Council developed the 'State of Play' as an operational document to support community engagement in social infrastructure planning.

Engagement was undertaken with stakeholders and the Surf Coast communities throughout 2025.

Our Places and Spaces - Social Infrastructure Plan is the culmination of the development of the State of Play document and stakeholder and community

engagement to understand our networks and provides visibility of all of Council's existing commitments and priorities and provides the policy and data to guide Council's future investment.

The Our Places and Space – Social Infrastructure Plan identifies two five-year horizons for delivery:

- Horizon One – Align and Optimise (1-5 Years)
- Horizon Two – Review and Sustain (5+ years)

Prioritising the projects is never easy, and we must ensure our network of social infrastructure and open space is sustainable, and this means working within our capacity and resources to deliver. We have established a policy position and methodology to guide how we prioritise projects.

The implementation of the plan will be tested with community through the Annual Budget process before seeking endorsement by Council.

There are a lot of exciting things happening across our communities. If people in our community have ideas that they would like to share, Council will provide a range of ways to do this, as explained in this document.

About this document

A collective view of our current state and a plan to realise community aspirations.

Place knowing for place-making

Council has been collecting data to understand the issues, opportunities, policy and prioritisation considerations relating to the planning, provision and investment into community places, spaces and services.

During this time, it became apparent that we didn't have all the information required so we focused our efforts on place knowing and understanding, including data such as:

- Social Infrastructure and Open Space inventory
- Condition and fit-for-purpose audits across the network
- Social, health and climate data matrix
- People, Place Future - Liveability Census
- Asset Management system transformation and introduced a criticality lens on investment decisions, and
- Projects continue to be prioritised, planned, investment ready and delivered.

The State of Play Report was presented to Council for endorsement to engage with the community to further understand what services and infrastructure communities need and principles for planning and investment.

This process revealed the scale of the task of improving our network of social infrastructure and the importance of alignment to need. We recognise that this is the start of our ongoing journey of understanding and our commitment to continuous improvement.

Our Places and Spaces – Social Infrastructure Plan 2026-2036 marks the beginning of a transformative iterative journey to ensure we are providing access to places, spaces and services where and when people need them the most.

It is an adaptive planning document that will be tracked, reported against and updated on an annual basis. We are looking ahead to refreshing the plan as transformational elements are achieved.

The next generation of the plan is an opportunity to create something even better, informed by further research, understanding and consultation, and reflecting the ever-changing context of our dynamic community.



What is social infrastructure and open space?

Social Infrastructure and open space relate to places and spaces of a communal, human or social nature that is required, by the different areas of the community, and progressively as a community grows.

It includes both informal and formal places and spaces providing access to community activities and services. It is the sum of both 'hard' infrastructure (community facilities and public open space) and 'soft' infrastructure (support services, technology, information sharing, management systems, data and insights).

Our Places and Spaces provides our communities with a view of municipal, service and place objectives and priorities

The importance of social infrastructure and open space

Social infrastructure is the fabric of our community. They are the places and spaces that bring community together.

Where friendships are made and where we can access important services. For many of us, they are our second home.

The provision of social infrastructure, in partnership with our community and key stakeholders, is essential for the health, wellbeing and economic prosperity of our community.

Social infrastructure and open space play a key role in promoting social cohesion by providing focal points for community activity and providing places for people to meet and connect.

It also provides opportunities for economic growth and serves as a key attractor for people to live, work, visit and play in our community.

However, we face many challenges that are impacting our ability to deliver and maintain this infrastructure, including:

- Significant population growth and changing demographics
- the state of our aging assets
- some gaps in provision and connections
- emerging technologies
- constrained funding opportunities, and
- changing community expectations.

In addition, the quality, ease of access to and experience of infrastructure varies for different types of social infrastructure, across different places and particularly for vulnerable groups of people, and in both our fast-growing towns and unique rural or coastal communities.

This is consistent with our diverse communities, unique geographic spread, significant growth and our community aspirations

Council Plan

Council's Plan 2025-2029 sets the foundation of our work for the next four years to guide us when decisions are made, and importantly, to reflect the views of the community we are entrusted to serve.

Community Vision

“From the hinterland to the coast, from the First Peoples to the children of the future, we are an active, diverse community that lives creatively to value, protect and enhance the natural environment and our unique neighbourhoods. We will leave the Surf Coast Shire better than we found it.”

Council's Strategic Directions:

- Assets and Infrastructure
- Climate and Environmental Leadership
- Community Wellbeing
- High Performing Council
- Sustainable Communities

Strategic objectives related to social infrastructure:

- Infrastructure is fit for purpose and service levels provide the best balance between ongoing maintenance costs and longer-term replacement cost
- The social value of infrastructure is understood and informs decision making
- Equitable access to services, social infrastructure and opportunities to participate in community life
- Communities are empowered to meet their own needs and goals
- Increased social connection to support physical and mental wellbeing
- The needs of younger and future generations inform decision making

Strategic priorities related to social infrastructure:

- Deliver social infrastructure, public spaces and community services that best supports health and inter-generational social connection.
- Prioritise investment in maintenance and renewal of assets.
- Review service strategies and intervention levels to best balance community expectations and expenditure.
- Asset renewal anticipates and adapts to future impacts including changing usage patterns and

the need for greater climate resilience.

- Encourage community led projects and initiatives.

Strategies & Policies related to social infrastructure:

- Council Plan including the Health & Wellbeing Plan
- Financial Plan 2025-2035
- Asset Management & Asset Renewal Strategies
- Open Space Strategy 2016- 2025
- Environmental Management Policy
- Wadawurrung - Paleert Tjarra Dja 2020-2030
- Eastern Maar – Meerreengeeye ngakeepoorryeyt 2015
- Access & Inclusion Strategy
- Gender Equity
- Age Friendly Strategy 2020-2024
- Early Years Plan 2021-2025
- Sustainable Design Policy
- Fair Access Policy
- Domestic Animal Management Plan
- Municipal Emergency Management Plan
- Safer Cycling Strategy 2022-2027
- Structure Plans (various)
- Service Plans

Things we considered

Demographics

Surf Coast Demographic and Community Insights

Home to 39,928 people, Surf Coast's median age is 42 years.

Between 2014 and 2024 the population has increased by 11,054 people, reflecting a compound annual growth rate of 3.3%.

Population
39,928
(Estimated Resident Population 2024)

Size
1,553
square kilometres

Number of dwellings
20,634

Median age
42



Our welcoming and inclusive communities have created an environment enabling the Surf Coast to be rated as the No 4 Local Government Area for

liveability in the 2025 Australian Liveability Census.

Social infrastructure supports health and wellbeing through increased social connection, inclusion, encouraging healthy eating, supporting physical activity and movement, incorporating health and wellbeing education, and learning opportunities, supporting positive mental wellbeing, fostering the development of respectful relationships, challenging gender stereotypes and positively impacting environmental and/or climate considerations.

Health Snapshot

- 21.9% sought professional help for a mental health related problem (Vic 20.1%)
 - 20.6% experienced loneliness (Vic 23.3%)
 - 15.4% experienced high or very high psychological distress (Vic 19.1%)
 - 24.5% consumed sugar sweetened beverages daily (Vic 34.4%)
 - 17.8% have fair or poor dental health (Vic 22.5%)
 - 42.8% met recommended daily fruit intake (Vic 35.2%)
 - 9.9% met recommended daily vegetable intake (Vic 5.7%)
 - 52.9% classified as overweight BMI over 25 (Vic 54.4%)
 - 18.1% classified as obese BMI over 30 (Vic 23%)
 - 9.9% did not do any moderate to vigorous physical activity (Vic 16.8%)
 - 12.6% smoke tobacco or vape (Vic 18.5%)
 - 17.7% are at increased risk of alcohol related harm (Vic 13.1%)
 - 15.2% self-rated their health status as fair/poor (Vic 20.9%)
- *Data source - Victorian Population Health Survey 2023, specific to adults living in the Surf Coast Shire.

'Social Infrastructure role in health and wellbeing'

Social infrastructure acts as a protective health factor by providing communities with spaces, services, and networks that promote physical activity, social connection, and access to essential resources like healthcare and education. By fostering social cohesion and buffering against stress, robust social infrastructure can lead to better mental and physical health outcomes.

Foundational considerations include social inclusion, equitable service provision, strengthening our relationships with First Nations communities, tackling climate change, promoting gender equity, inclusivity and supporting diversity, All Abilities Access, and supporting people to lead healthy and active lifestyles throughout their life span.

The Surf Coast Shire Council actively work to improve the health and wellbeing of the community by focussing our attention on the Health and Wellbeing Pillars identified in the Surf Coast Shire Municipal Public Health and Wellbeing Plan.

Service objectives

Equitable access to services, social infrastructure and opportunities to participate in community life

The social value of infrastructure is understood and informs decision making

Infrastructure is fit for purpose and service levels provide the best balance between ongoing maintenance costs and longer-term replacement cost.

State of our assets

Council works hard to maintain financial sustainability. This is challenging in what is an increasingly constrained economic environment. Persistent inflation and the cumulative effects of the rate cap have combined to create ongoing financial pressures. Our long-term financial planning indicates we will need to make changes if we are to avoid a future deficit.

Council delivers a wide range of services and manages a large and diverse asset portfolio. We have a strong focus on ensuring spaces align with service needs and getting the most out of the assets we have, adapting spaces and looking after them to ensure they can continue to be used by the community in the ways they were designed.

Some important factors about our assets.

Council is responsible for **8,000** open space asset and 253km of footpaths and cycleways

21% of total Council asset base is social infrastructure

Council social infrastructure assets are valued at **\$243m**

Council spends **\$7m** Annually on maintenance of social infrastructure assets

Only **1.9%** of open space in Surf Coast Shire is under Council control (667ha of 35,000ha)

Regarding management of our assets, our asset base is growing driven by the demands of population growth, seasonal population and legislative changes. We need to continue to plan, manage and renew our asset to ensure a balance of investment.

Council is working hard to be able to deliver new and upgraded social infrastructure for its communities. However, the current economic environment challenges Council's financial capacity to deliver new things.

Importantly, current commitments to developer contributions, capital program and debt servicing begins to relax by 2030. Further social infrastructure planning will commence to address growth identified in the Urban Future Strategy in Torquay and Winchelsea.

Other important things considered:

- There is diverse need for social infrastructure across unique communities and geographic spread (urban, coastal, rural / hinterland)
- The large geographical spread of our community means, in some services, we have a lot of assets for a community of our size.
- We have a complex network of aging and underutilised infrastructure with different buildings, services and delivery models (management models).
- Equity, quality, ease of access to, and experience of buildings varies across places and services.

- Land Management changes such as with the Great Ocean Road Coast and Parks Authority (GORCAPA impacts on the level of influence, service and operational requirements for land no longer managed by Council.
- There are growth pressures with abundance of open space across the Surf Coast Shire but need to manage potential pressure predicted for Torquay.

Surf Coast Planning Context

Victoria In Future (VIF 2023) population projections predict that the shire will continue to grow strongly by 1.6 % annually between 2021 and 2036, increasing the population by nearly 10,400 people by 2036.

The *Urban Futures Strategy* provides a clear policy framework to guide sustainable urban growth in the Surf Coast Shire to 2051. The Strategy affirms the townships of Torquay and Winchelsea as the two principal locations to cater for long term growth due to the constraints of the other coastal and rural townships.

The Surf Coast DAL has implications, primarily by applying protected settlement boundaries around towns like Torquay and Jan Juc. The policy requires balancing growth with environmental protection, influencing future development by directing growth to specific areas requiring further planning for social infrastructure and services to ensure it is meeting the needs of the community now and into the future.

Costs and expectations are increasing

Council continues to be challenged by the changing environment in which we operate.

- The cost of construction increased. Following the initial shock of the COVID-19 pandemic, prices received by Building construction businesses have increased 31.1% from September quarter 2020 to June quarter 2024. (ABS, 2025)
- Policy shifts and cost of compliance – environmentally sustainable design, cultural heritage and climate adaptation/mitigation (sustainability factor/allowance) need to be considered.
- We continue to experience strong growth and increased community expectations.
- Changing legislation and the emergence of private providers and other land managers including education sector needs to be managed and leveraged.
- Essential and supporting infrastructure (such as pathways and connections) and consideration of ongoing operational liabilities for new facilities and open space needs to be holistically integrated into plans and/or budgets.

Financial Sustainability

It can be a complicated equation as the creation of new facilities to support a growing community limits the amount of funding to maintain and renew existing assets. Yet newer facilities are likely to require less ongoing maintenance, at least for a period of time.

A related challenge is whether Council should seek to recover more of the cost of maintenance from the users of a facility. Currently the fees payable are set well below the cost of the upkeep and comparatively lower than those charged by other councils. (Council Plan 2025)

Council plays a vital role in shaping and creating environments where people can live healthy, fulfilling lives. Our focus is on improving health at the population level by addressing the social determinants of health – the non-medical factors that influence a person's health and wellbeing. These include the conditions in which people are born, grow, live, work, and age.



Bob Pettitt Bike Park,
Jan Juc

Shaping Our Places and Spaces - Engagement

The 'State of Play' was the first step in the development of a broader integrated Social Infrastructure Plan.

Stakeholder and community engagement was conducted throughout 2025 with a range of opportunities available for the community to engage and provide feedback along the way.

We are maturing the way we plan, invest and provide social infrastructure and open space.

Community Panel principles developed as part of the Council Plan (including the Health and Wellbeing Plan) underpinned community engagement in the development of the Our Places and Spaces – Social Infrastructure Plan. 2026-2036.

Community Principles:

- Community engagement
- Financial sustainability
- Community equity
- Environmental impact
- Meeting our future needs
- Health and wellbeing
- Building trust through transparency
- Environmental leadership



With assistance from the community, we have:

- Validated the current state information through in person and online engagement throughout 2025:
 - Stakeholder engagements
 - Your Say: 5 August 2025 - 230 September
 - In person at Lorne, Anglesea, Torquay and Winchelsea
- Developed a policy position to make investments decisions for the provision of social infrastructure and open space
- Provided Council and the council officers with a guide for prioritising planning and investment decisions
- Developed and tested with the community, the policy position, principles and project priorities using our newly established policy position
- Providing our community with the Our Places and Spaces - Social Infrastructure Plan – which clarifies how decisions are made and what's planned in the place they live.

Stakeholder engagement

A range of partners, government agencies and community organisations were invited to engage in discussions on provision of social infrastructure in the Surf Coast Shire.

A range of stakeholder's were engaged in service and infrastructure provision discussions including Surf Coast's All Abilities & Positive Aging Advisory Committee's, Department Energy Environment Climate Action, Department of Education, Department of Transport and Planning, Regional Development Victoria, Regional Arts Victoria, Creative Victoria, Department of Jobs Skills Industry and Regions, Sport and Recreation Victoria, Surf Coast Secondary College, Winchelsea Primary School, Anderson Roadknight Hall, Modewarre, & Deans Marsh Community Asset Committee, Deans' Marsh Cottage, Golden Plains Shire, Colac Otway Shire, City of Greater Geelong, Growing Winchelsea and Barwon Adolescent Task Force.

Online results:



86 days
of community
engagement



1,986
Your Say page
views



226
surveys completed



18
Your Say followers



4
In person pop ups



56
Social media
interactions

Engagement Sentiment

'The Community Principles demonstrate a sound commitment to equity, both financial and economic sustainability, good governance and transparency co-design'

Moriac - Preschool. 'Such an integral part of the township and with growing population...we need the expansion plans moving forward to accommodate the town's needs.'

'We need more Basketball courts and more support for the Surf coast Basketball Association.'

'I enjoy the walking trails along the river in Winchelsea and I'm looking forward to swimming laps in the new pool.'

'Provide more for the arts! Footy ovals everywhere but minimal cultural infrastructure.'

"More gathering spaces and better public transport!!" & "More bike parks and areas teens can go ..." (Youth survey)

'Overall, I think the parks (playgrounds we mostly use) are amazing. I am worried about young people speeding around open spaces on e-bikes, with potential to cause serious harm to people and property.'

'Love the expansions with the hockey pitch and aquatic center - they are a great step forward for encouraging physical activity and wellness. However, I don't think the parking will be adequate.'

'The regions have been lacking a viable library and arts space for decades and does not align to the current population and demand for the area.'

'Keep up the good work!'



Principles for Provision

Social infrastructure and open space provision is driven by state and local policies, strategies, community service delivery requirements and the needs of local organisations including community groups and clubs.

These drivers impact infrastructure requirements and decision making for the planning, delivery, operation and maintenance of social infrastructure assets and networks.

The drivers for social infrastructure are not uniform across all neighbourhoods and towns.

To create equity, it is critical to undertake a more detailed and localised investigation of the likely service needs of current and future populations, the aspirations of our communities and the role that existing infrastructure can play to meet these service needs.

With the aim to address people's needs and aspirations as early and effectively as possible, the goal is to identify the long-term service needs, and then align infrastructure management, planning and funding with those identified needs, to generate better value for residents and better services.

Research and engagement have enabled the development of a set of policy principles to guide Council in strategic planning, service provision and governance.

The following principles govern the creation, management and maintenance of the facilities and services that support our community's wellbeing.

Principles for social infrastructure

Strategic alignment – Council projects align with strategic priorities

Evidence based provision – Council's decisions are made based on evidence and engagement

Engagement – Council's engagement will be transparent and delivered based on policy

Service access aligned with need – Council will plan for services commensurate with need and work with providers to maximise benefit.

Transparent decision making – Council will utilise Community Principles to support evidence based transparent decision making

Objectives for social infrastructure

The Surf Coast will ensure that services and infrastructure are:

Equitable – social infrastructure is provided equitably across the Shire based on need

Accessible and Inclusive – access to services and infrastructure that improve physical and mental health, safety, and social cohesion.

Flexible and Adaptable – able to be adapted to ensure the facilities are fit for purpose and can be re-imagined if service needs or circumstances change.

Integrated – ensure compatible services are integrated to ensure seamless access to complimentary services.

Sustainable – manage existing assets, upgrade aging facilities, and plan for future growth and changing climate and community needs.

These policy principles guide investment in social infrastructure to promote social wellbeing, economic growth and to ensure we are planning for the future, ensuring equitable access, managing and upgrading assets and seeking collaborative funding solutions



Our Places and Spaces

Wurdi Baierr Stadium, Torquay

Shaping the places and spaces people love

The State of Play considers two strategic horizons. These horizons represent the maturation journey that will set Council up for success in the planning, provision and investment in social infrastructure and open space.

HORIZON ONE YEAR 1 - 5

Align and Optimise

Within budget parameters, deliver on commitments (Developer Contribution Plan's (DCP), debt servicing, and renewal obligations) – Renew before new unless an identified gap.

Review and align levels of services, management models and levels of subsidy – Do more with what we have, to optimise equitable access and use of the network.

Develop Standard Provisions and Levels of Service Policy and Design Guidelines – Set the standards and provide clarity of what the community can reasonably expect.

Review/ align Strategic Asset Management Policy, Asset Management Strategy, Sub Plans and assessments – Integrate planning and investments (mature new asset management systems and investment levers to better respond to needs).

Prepare and plan for growth (Torquay and Winchelsea).

Annual review of capital program to update and refresh short term priorities.

HORIZON TWO YEARS 5+

Review and Sustain

Review and update data and insights.

Review policy settings and adapt to changing legislation and/or policy frameworks.

Deliver on growth planning and implement long term optimised capital programs and investment strategies.

Maintain an ongoing, live and dynamic, internal system that can provide real time insights into infrastructure use and condition.

Forecast 10+ year outlook and publish 5-year capital program.

Reading Our Places and Spaces

Our Places and Spaces aims to present a consolidated view of the current Social Infrastructure provision in the Shire.

A huge amount of data has been collected and reviewed to provide this summary. In most instances an average view has been taken across asset classes.

The pages that follow highlight key elements for each infrastructure network:

- Forecast population in 2026 based on Remplan analysis for benchmark analysis
- Current provision of facilities
- An infrastructure provision benchmark ratio for the facility type
- The difference between the amount of infrastructure provided in the Shire vs the benchmarked ratio
- A basic rating of coverage across the network – this is a summarised average
- A basic rating of asset condition across the network – this is an average based on asset condition data collected from condition inspections
- A basic insight into current infrastructure provision in each network – this is a summary insight only.

The benchmark ratios, where listed, are common industry benchmarks set and used by organisations such as the Victorian Planning Authority and Peak Sporting Bodies. Organisations use them, like we have, to provide a high-level understanding of what infrastructure is generally required for communities of varying sizes. In this instance, we are using these benchmarks as part of a broader data set to understand how well the Shire is catered for by important social infrastructure.

In some infrastructure categories there are no industry defined benchmark ratios.

The information provided relates to the provision of social infrastructure only, not usage of that infrastructure. A number of the actions in the document relate to improving the collection and analysis of travel accessibility and usage data to ensure infrastructure is well utilised.

Current infrastructure provision is also shown in spatial form.

Our Places and Spaces document recognises social infrastructure used by the community that is not owned by Council. This accepts that these important services and facilities can be delivered by the private market or other public land managers. This is not a definitive list of private providers and there may be gaps which we can address as we develop this data set over time.

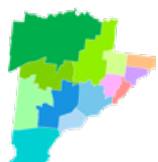
Our Places and Spaces covers traditional social infrastructure items, an example of the assets not included in this document include:

- Civil infrastructure such as roads or drainage
- Commercial or industrial areas and associated carparks
- Health & Emergency services related infrastructure.



**What's planned in the
place you live**

Anglesea Netball Pavilion



Shire-wide

Summary of identified priority social infrastructure and open space initiatives

SOFT INFRASTRUCTURE		
PLANNING / POLICY	PEOPLE / RESOURCES	OTHER
<p>COMPLETE - Deliver Kindergarten Infrastructure Services Plan (KISP) 2024 and work with State Government to increase capacity at early years facilities as outlined in the KISP.</p> <p>IN PROGRESS - Develop Library Services Plan and investigate the feasibility of providing library services in Winchelsea.</p> <p>IN PROGRESS - Conduct a Fair Access and Fair Play Review of all community facilities.</p> <p>Develop Standard Provisions, Levels of Service and Levels of Subsidy Policy.</p> <p>Develop Design and Management Guidelines for social infrastructure provision.</p> <p>In line with Council's Fair Access Policy, plan and seek funding for the provision of female friendly change facilities in sporting pavilions.</p> <p>Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves or school facilities through oval drainage and surface upgrades and/or sports lighting upgrades.</p> <p>Identify facilities with existing heritage controls and determine implications for ongoing maintenance.</p> <p>Assess the environmental and ecological significance of public open space to ensure environmentally sensitive areas are protected from unsuitable development.</p> <p>Investigate integration of existing kindergartens in community hubs and/or school locations as opportunities arise.</p> <p>Identify and formalise Bush Kinder designated areas.</p> <p>Implement Creative Places Strategy.</p> <p>Develop the KISP 2028</p>	<p>IN PROGRESS - Prepare for external management and operational model for aquatic and indoor sports facilities.</p> <p>IN PROGRESS - Investigate the feasibility of providing roving collections (library service) through community learning centres/hubs.</p> <p>Review management and delivery mode of community facilities.</p> <p>Investigate new integrated facility booking system to alleviate blanket bookings and improve capacity, transparency and reporting mechanisms.</p> <p>Partner with local schools to investigate potential joint use agreements and community access to local school recreational facilities (e.g. ovals and indoor sports courts).</p> <p>Work with and advocate to peak sporting associations and bodies for the sustainable growth and development of their sports across the Shire and the region.</p> <p>Continue participation in G21 and region-wide strategic infrastructure planning.</p> <p>Advocate and apply for grants to support community aspirations for sport specific items such as cricket training facilities / court upgrades.</p> <p>Implement the Youth Strategy and deliver youth programs in existing spaces.</p> <p>Plan to upgrade community hub facilities to include provision for youth programs and spaces where possible.</p> <p>Work with the sector to address long day care and childcare needs in coastal communities and regional areas.</p>	<p>Review the Open Space Planning Provisions and Contributions.</p> <p>Any investment on land not owned and/or managed by Council should adhere to policy and be accompanied with a Joint Use Agreement to ensure ongoing community access.</p> <p>Continue to work with the Regional Trails Management Group on maintaining, upgrading and delivering new trails in the network, including the Anglesea Mountain Bike Trail Network, Great Ocean Road Coastal Trail, Otway Hinterland Horse Trail, Otway Waterfall Walks Network and Surf Coast Walk.</p> <p>Plan for the inclusion of tertiary sports such as baseball, athletics, rugby and pickleball in future growth planning as demand increases.</p> <p>Explore opportunities for multi-line marking of tennis courts and fields of play to accommodate more activities (e.g. pickleball).</p>

Continued

HARD INFRASTRUCTURE

NEW / UPGRADE

Implement the DDA audit program across the network (multiple sites).
In line with Council's Fair Access Policy, provide female friendly change facilities in sporting pavilions where funded.
Deliver funded projects to increase the carrying capacity of Council recreation reserves or school facilities through oval drainage and surface upgrades and/or sports lighting upgrades.
Consider social infrastructure role and requirements in Emergency Management support in priority locations

RENEW

Implement renewal programs.
Assess and replace (where required) defunct water tanks at multiple sites - (see also sport and recreation facilities).

MAINTENANCE

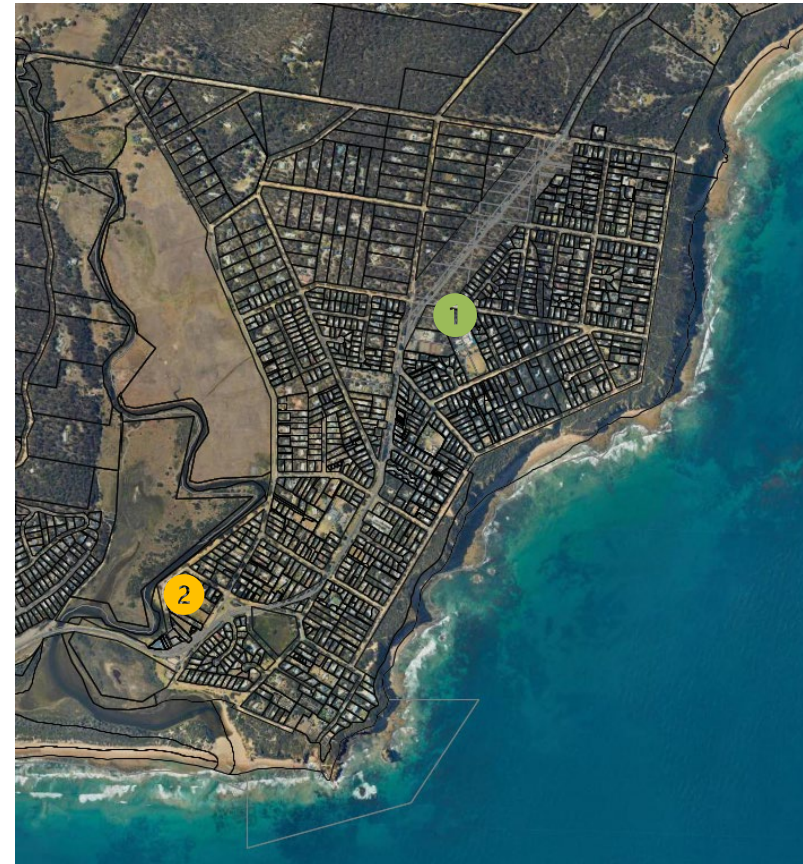
Delivery proactive maintenance program.
Optimise maintenance programs in line with service reviews.
Increase maintenance (drainage and turf) to improve carrying capacity of sports fields until additional spaces can be provided.



Aireys Inlet

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW/UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	<p>IN PROGRESS</p> <ol style="list-style-type: none"> 1. Upgrade amenities and accessibility at Aireys Inlet Community Hall. Design underway for an accessible publicly accessible toilet at the facility. <p>PENDING FUNDING</p> <ol style="list-style-type: none"> 2. Bambra Road – River Road to Aireys Street Facilitate pedestrian access via shared zone along Bambra Road) Reduce speed limit 	<p>Plan for the development of public toilets for Anderson Roadknight Reserve</p>
HORIZON TWO 5+ YEARS	<p>Anderson Roadknight Reserve: Design and construct public toilets</p>	



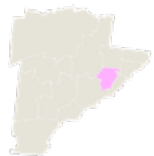


Anglesea

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	COMPLETE 1. Anglesea Netball Court redevelopment. IN PROGRESS 2. Anglesea Community Hub - Detailed Design. PENDING FUNDING 3. Anglesea Kindergarten - Address early years DDA compliance requirements 4. Ellimatta Reserve main oval, Anglesea –ground renovation, increased maintenance and improved drainage in winter 5. Design and construct priority pathways: Noble St – McMahon Ave to Harvey St Pathway 6. Camp Rd – Wray St to GOR (widen pathway) 7. Anglesea Community Hub – Construction (pending grant funding)	Seek funding for the construction of the Anglesea Community Hub. Continue to advocate for a permanent solution for Anglesea Bike Park. Identify spaces for dedicated youth programs in all community hubs and community learning centres (focus on Winchelsea, Anglesea and Moriac). Investigate options for makers space, gallery and exhibition space in Anglesea Community Hub design. Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves include Ellimatta Reserve (second oval drainage and sports lighting).
	Anglesea & District Historical Society – DDA upgrade Ellimatta Reserve – Second oval drainage and sports lighting Design and construct priority pathways: <ul style="list-style-type: none"> McDougall Rd - GOR to Bentleigh St Murray St – Fernald Ave to Great Ocean Road (GOR) McMillan St – Noble St to Jackson St O'Donoghue's Rd - GOR to Fifth Ave 	Advocate to the Department of Education for the provision of change rooms / amenities at Anglesea primary school to accommodate community access to indoor courts.





Bellbrae

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	IN PROGRESS 1. Design and construct priority pathways: Ridgeline Trail connection 2. Bellbrae Tennis court renewal	Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves or school facilities through oval drainage and surface upgrades and/or sports lighting upgrades including Bellbrae Reserve (sports lighting).
HORIZON TWO 5+ YEARS		Plan for upgrade of regional halls - Bellbrae.



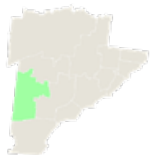


Boonah and Wensleydale

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING/POLICY
HORIZON ONE 1-5 YEARS	No facilities located within this Planning Area	
HORIZON TWO 5+ YEARS		

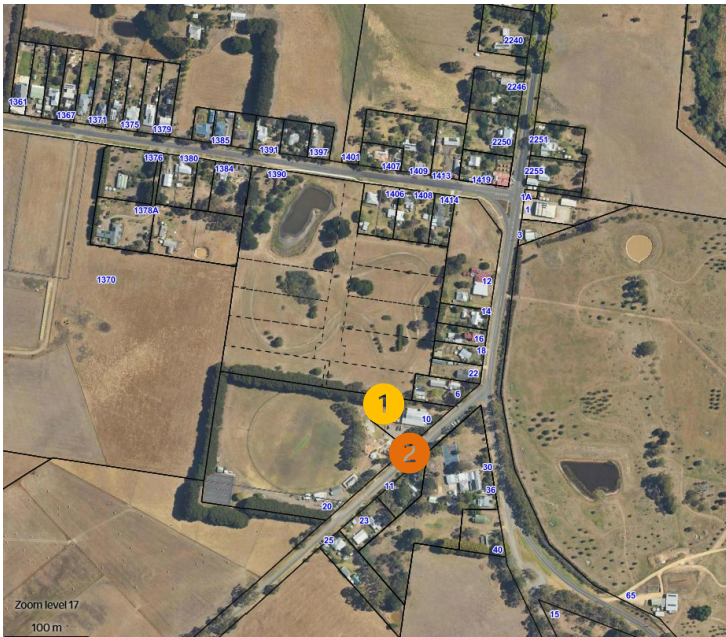


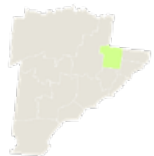


Deans Marsh and Pennyroyal

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	IN PROGRESS 1. Detailed design of Deans Marsh Community Hub based on endorsed concept plan and available budget.	Incorporate makers spaces in new community hub designs - Deans Marsh.
	PENDING FUNDING 2. Deans Marsh Community Hub Construction (when fully funded)	
HORIZON TWO 5+ YEARS		Support planning for Community Streetscape Vision in relation to priority pathways





Freshwater Creek

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS		Identify and seek funding for the Freshwater Creek Recreation Reserve, Equestrian Facility - All Weather Arena
HORIZON TWO 5++ YEARS	Develop All Weather Arena dependent on grant funding	

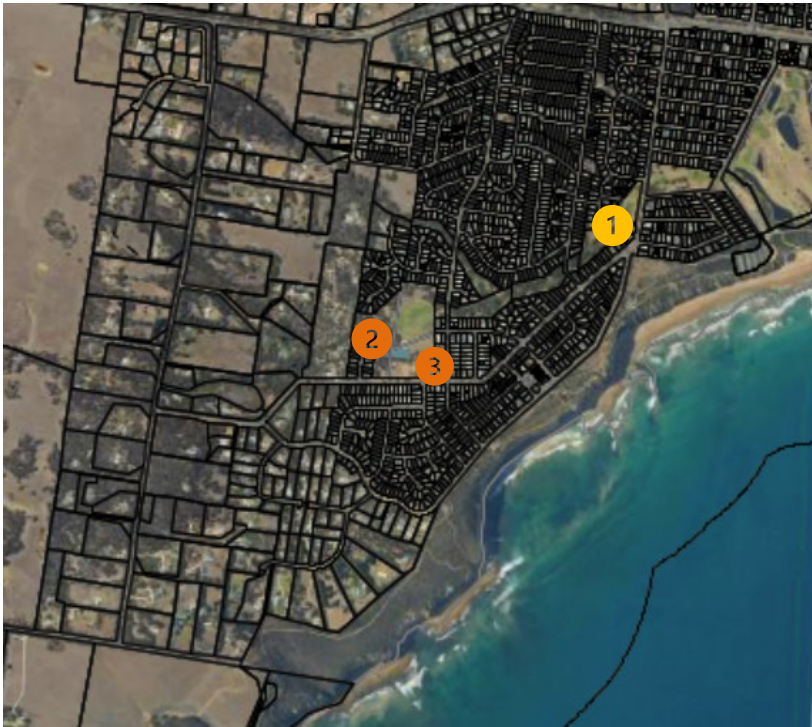




Jan Juc and Bells Beach

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	<p>IN PROGRESS</p> <ol style="list-style-type: none">1. Upgrade Juc Linear Reserve - Jan Juc Daylighting Project <p>PENDING FUNDING</p> <ol style="list-style-type: none">2. Jan Juc Preschool - Address early years DDA compliance requirements3. Bob Pettitt Tennis Court redevelopment	<p>Support maintenance and minor fencing upgrade as required of informal area used for soccer at Bob Pettitt Reserve.</p>
HORIZON TWO 5+ YEARS	<p>Design and construct priority pathways:</p> <ul style="list-style-type: none">• Alexandra Ave - Bob Pettitt to Crown Crt• Ocean Blvd - Domain Rd to Riviera Drive	

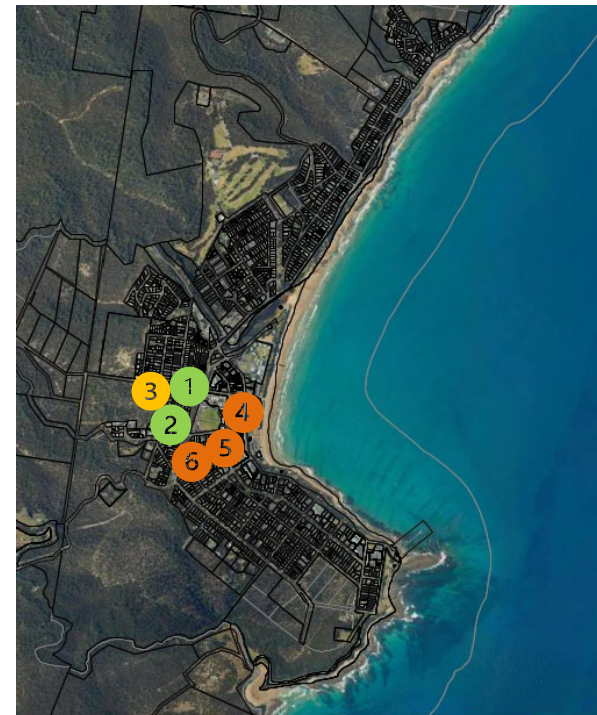


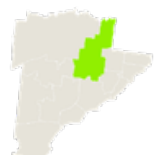


Lorne and Benwerrin

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	COMPLETE <ol style="list-style-type: none"> 1. Replace Stribling Reserve Stadium Floor, Lorne. 2. Lorne netball court replacement. IN PROGRESS <ol style="list-style-type: none"> 3. Stribling Reserve Netball Lighting upgrade PENDING FUNDING <ol style="list-style-type: none"> 4. Lorne Kindergarten. Address early years DDA compliance requirements 5. Lorne Community House 'Fig Tree House' sealed carpark. 6. Stribling Reserve Cricket Net Upgrade (club funded) 	<p>Plan for the redevelopment of Lorne Community Precinct.</p> <p>Work with Department of Education and VSBA to secure long-term plan for Lorne Kindergarten.</p> <p>Consider funding opportunities for new and upgraded cricket training facilities for existing projects including Stribling Reserve.</p>
HORIZON TWO 5+ YEARS	<p>Design and construct priority pathways:</p> <ul style="list-style-type: none"> • Hall St – Adderley Ave to Allen St • Otway St – Grove Rd to William St 	

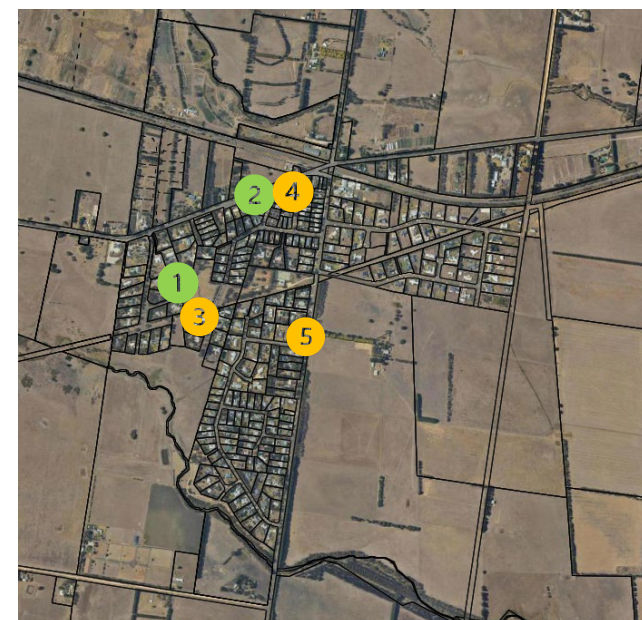




Moriac and Barrabool

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	COMPLETE <ol style="list-style-type: none"> 1. Concept Design Moriac Pre-School expansion design development as per received planning grant. 2. Planning and delivery of a Community / Men's Shed in Moriac. Further advocacy required for access to additional space. PENDING FUNDING <ol style="list-style-type: none"> 3. Moriac Preschool - Progress Planning Grant to undertake Detailed Design for expansion. Moriac Preschool construction - Seek funding for construction in line with KISP demand projections. 4. Moriac Lions Park Landscape Plan implementation 5. Moriac tennis court reconstruction. Mt Moriac Reserve Female Friendly Changeroom upgrade (pending grant funding) *Not shown on map 	<p>Investigate the feasibility of providing roving collections (library services) through community learning centres and halls.</p> <p>Identify spaces for dedicated youth programs in all community hubs and community learning centres (focus on Winchelsea, Anglesea and Moriac).</p> <p>In line with Council's Fair Access Policy, plan and seek funding for the provision of female friendly change facilities in sporting pavilions including Mount Moriac Reserve.</p> <p>Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves or school facilities through oval drainage and surface upgrades and/or sports lighting upgrades. This includes Mt Moriac Reserve (second oval sports lighting).</p>
HORIZON TWO 5+ YEARS	<p>Mt Moriac Reserve – second oval lighting</p> <p>Moriac Skate Park – renew as required</p> <p>Modewarre Bluestone Pavilion restoration.</p> <p>Mount Moriac New Reserve Entry</p> <p>Design and construct priority pathways:</p> <ul style="list-style-type: none"> • Clerke Ct – Cape Otway to Kinder pathway • Daniel Drv/Deppeler Ave – existing path to Henty Main Rd 	<p>Plan for upgrade of regional halls (e.g. Connewarre / Bellbrae / Moriac).</p>

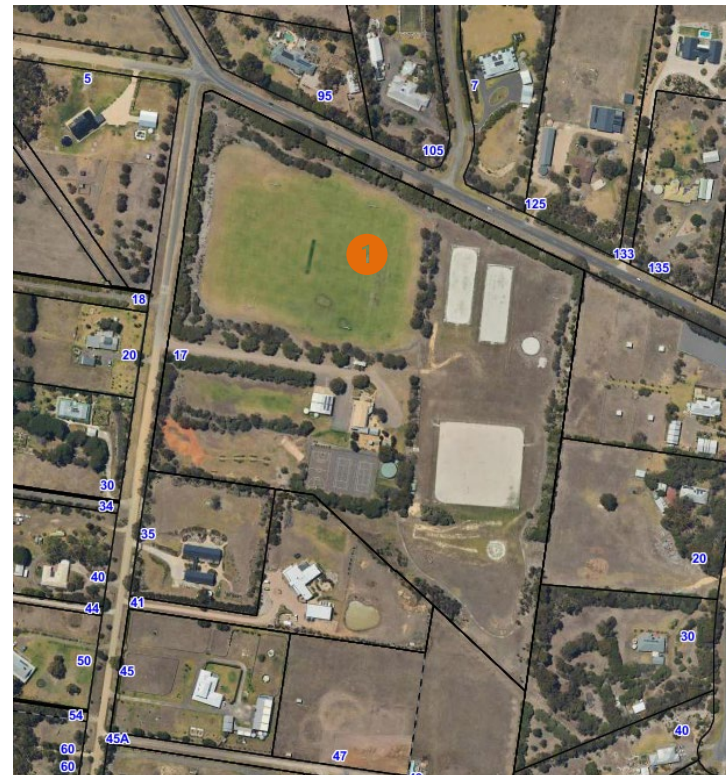


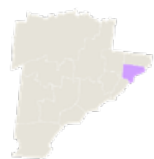


Mount Duneed & Connewarre

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	PENDING FUNDING 1. Connewarre Reserve Sports Ground Drainage and Lighting upgrade	Plan provision of multi-purpose sports fields at Connewarre Reserve (to also accommodate soccer)
HORIZON TWO 5+ YEARS	Connewarre Reserve Changeroom development (as utilisation increases)	Plan for upgrade of regional halls – Connewarre.



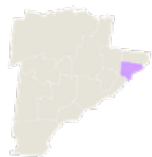


Torquay

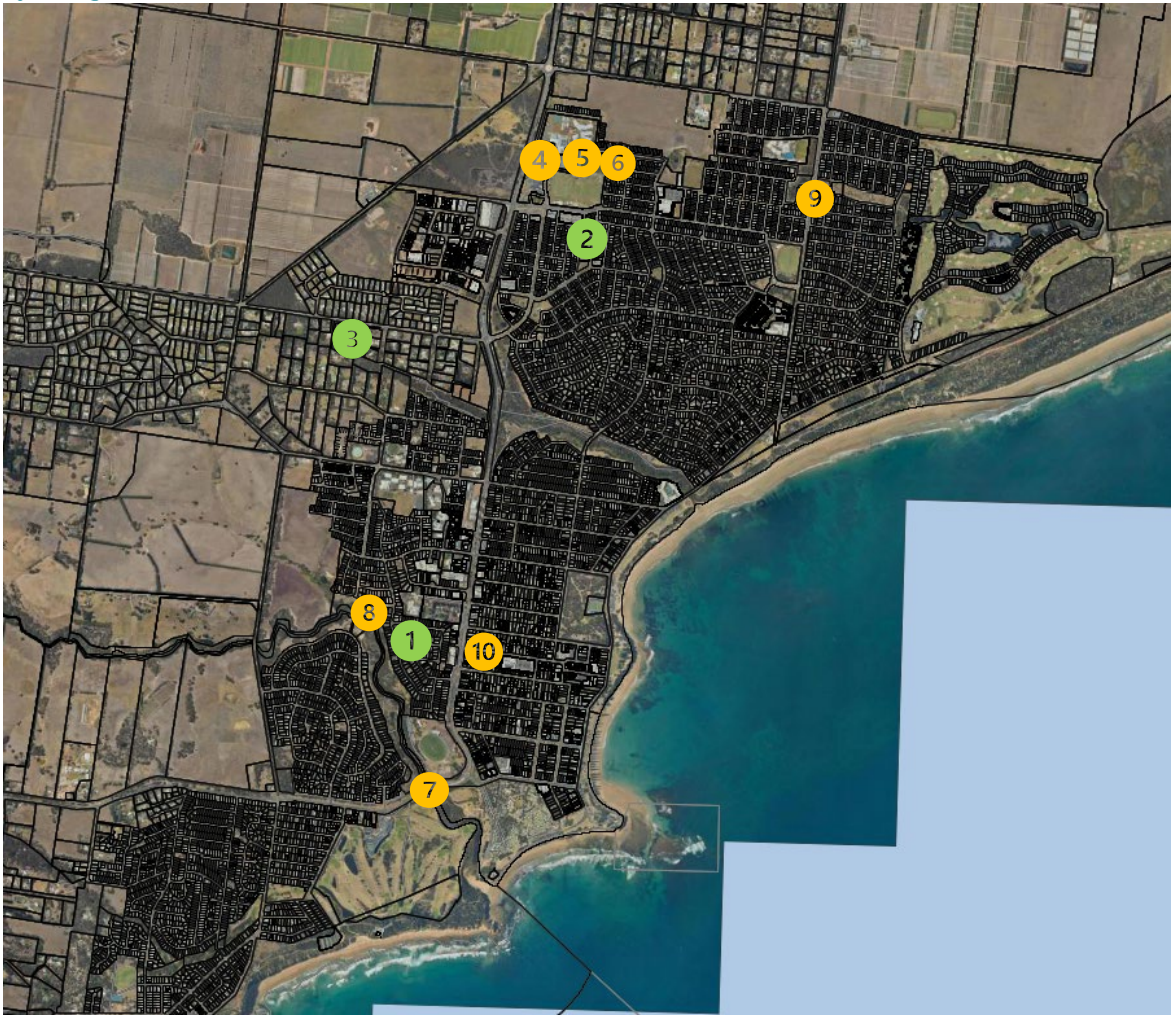
Summary of identified priority social infrastructure and open space projects.

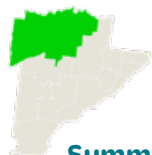
HORIZON ONE 1-	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
	COMPLETE	
	<ol style="list-style-type: none"> Multi Arts Centre Redevelopment. Torquay Kurumbee Myaring Kindergarten – upgrade outdoor area. Coombes Road - Surf Coast Highway to Brumby Drive Pathway 	<p>Progress planning of Surf Coast Cultural Centre development including Torquay library and the Australian National Surfing Museum.</p> <p>Continue to plan and seek funding for additional change facilities and supporting infrastructure at Banyul Warri Fields (including Grant Pavilion) to support the growth and needs of clubs.</p> <p>Plan for the expansion of Wurdi Baierr Stadium – additional 2 indoor courts.</p> <p>Develop a Price Street Precinct Plan, Torquay to resolve future needs and uses in response to evolving service delivery and community activities on the site.</p> <p>Plan for a dedicated dog park in Torquay</p> <p>Plan for the Torquay North Community Hub (to include dedicated youth centre / drop in space and community shed). Integrate amenities for hockey pitch adjacent.</p> <p>Plan upgrade of Torquay Skate Park (consider timing of cultural centre).</p> <p>Continue to work with Little Athletics Club as demand grows to improve short-medium term operations and explore most suitable long-term option for all parties.</p> <p>Plan for new playground in Grossmans Ridge Torquay to address provision / walkability gap.</p> <p>Consider funding opportunities for new and upgraded cricket training facilities including Spring Creek Reserve.</p> <p>Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves or school facilities through oval drainage and surface upgrades and/or sports lighting upgrades including Quay Reserve (oval drainage and sports lighting upgrade) and Torquay College (oval drainage and sports lighting).</p>
	<p>IN PROGRESS</p> <ol style="list-style-type: none"> Wurdi Baierr Aquatic and Recreation Centre construction. Wurdi Baieer Stadium Seating upgrade Banyul Warri Fields: <ol style="list-style-type: none"> Hockey Pitch construction Parwan soccer pitch synthetic turf Netball court upgrade AFL upgrades to goal netting and related infrastructure. Cricket Net development Spring Creek Reserve <ol style="list-style-type: none"> Oval Reconstruction Female Friendly Changeroom upgrade Spring Valley Bike Park upgrade Torquay Central and North – Pathways, Playgrounds, Parking and Landscaping (DCP) Bristol Road - Surf Coast Highway to existing Bristol Road pathway 	
	<p>PENDING FUNDING</p> <ul style="list-style-type: none"> Torquay Public Library: Extension to Public Library Stage 2a. Extension to Public Library Stage 2b (subject to grant). Consider Surf Coast Cultural Centre redevelopment. Renew and upgrade the Australian National Surfing Museum. Consider Surf Coast Cultural Centre redevelopment. 	<p>Advocate to State Government for funding for an All-Abilities Playground for Torquay Foreshore.</p>

Our Places and Spaces 2026-2		
	<ul style="list-style-type: none"> Banyul Warri Fields Female Friendly Changeroom Facilities upgrade existing and seek funding for additional changerooms to meet demand. Design and construction of a Torquay Dog Park. Djila Tjarri Skate Park, Torquay – fix skate bowl and consider shade provision at the site. Kurrambee Myaring Community Centre Kindergarten & Torquay Kindergarten: Address early years DDA compliance requirements: Torquay Women's Sharing Shed construction. Spring Creek Reserve Netball Shelters development The Quay Oval Drainage - increased maintenance and improved drainage in winter. Spring Creek Reserve Development –DCP Tennis courts redevelopment. Spring Creek Reserve Tennis Club – Pavilion upgrade Spring Creek Reserve Cricket Training Facilities upgrade Grossmans Ridge Playground development <p>Design and construct priority pathways as per funding requirements:</p> <ul style="list-style-type: none"> Surf Coast Highway West - Bristol to Beach Deep Creek West links - Piper/Jetti Creek crossing Beach Road – Surf Coast Hwy to The Esplanade Spring Creek Trail Surf Coast East - South Beach to Hillview Torquay North Links DCP 	
HORIZON TWO 5+ YEARS	<p>Australian National Surfing Museum upgrade (pending grant funding)</p> <p>Wurdi Baierr Stadium - Construct an additional 2 courts (pending grant funding)</p> <p>Torquay North Community Hub development.</p> <p>Torquay Kindergarten Expansion (increase room sizes) as identified in KISP</p> <p>Torquay Skate Park upgrade (consider Surf Coast Cultural Centre development)</p> <p>Quay Reserve Pavilion - flooring treatment and add storage to accommodate greater community use.</p> <p>Spring Valley Basketball pad</p> <p>Design and construct priority pathways</p> <ul style="list-style-type: none"> Barwon Water Easement Trail - Spring Creek to Great Ocean Rd Surf Coast Highway West - Coombes to Cylinders Fischer St - Bristol Rd to Merrijig Drv (consider cycling option) Rocklea Drive - Sarabande to Highway Torquay West Links Pathways 	<p>Future planning for Torquay Kinder expansion (increase room sizes). Consider requirements for Torquay Toy Library expansion.</p> <p>Plan provision of multi-purpose sports fields (to also accommodate soccer) – focus on Torquay and Winchelsea growth areas.</p>



Torquay

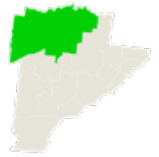




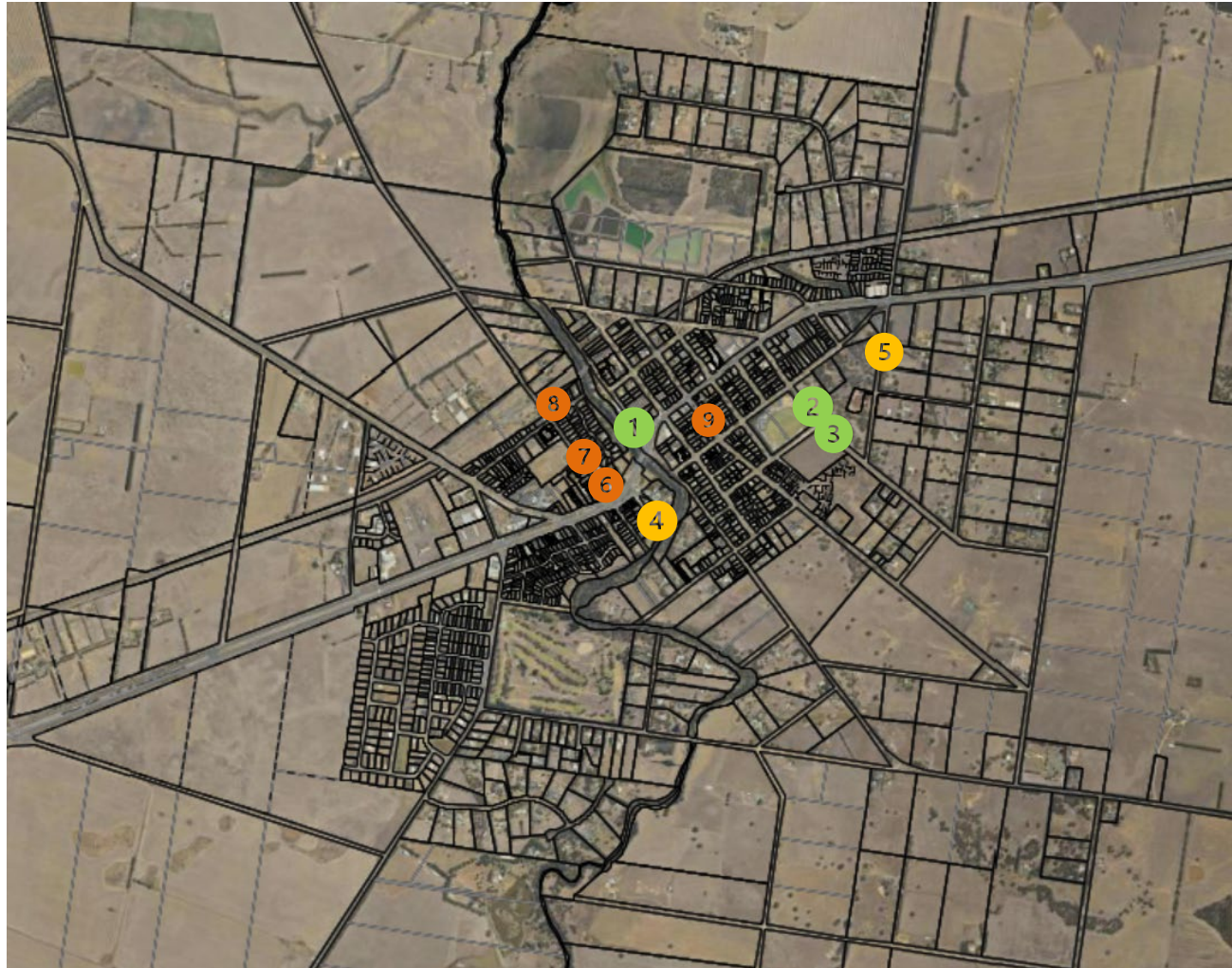
Winchelsea

Summary of identified priority social infrastructure and open space projects.

	HARD INFRASTRUCTURE	SOFT INFRASTRUCTURE
	NEW / UPGRADE	PLANNING / POLICY
HORIZON ONE 1-5 YEARS	COMPLETE <ol style="list-style-type: none"> Winchelsea Swimming Pool replacement. Winchelsea netball court replacement Eastern Reserve Heritage Grandstand restoration IN PROGRESS <ol style="list-style-type: none"> Barwon River Loop Walk Winchelsea Arboretum trail improvements – Stage 1 PENDING FUNDING <ol style="list-style-type: none"> Winchelsea Community Hub upgrade (focus on occasional care and youth pod) Winchelsea Kindergarten- Address early years DDA compliance requirements <p>Design and construct priority pathways:</p> <ol style="list-style-type: none"> Armytage St – Hesse St to Barwon River Austin St – Willis St to Stephenson St Gnarwarre Tennis/CFA upgrade – Community Infrastructure Grant opportunity 	COMPLETE <p>Resolve the future use of the old Winchelsea Library Building and Clock Tower and upgrade facility.</p> IN PROGRESS <p>Winchelsea Place Plan and structure planning to provide a clear view of social infrastructure needs for growth communities.</p> <p>Develop Library Services Plan and investigate the feasibility of providing improved library services including Winchelsea.</p> <p>Plan for a redeveloped community hub in Winchelsea: Winchelsea Community Hub Upgrade – Design to focus on occasional care and youth pod.</p> <p>Work with DE and VSBA to secure long-term plan for Winchelsea Kindergarten services on primary school site in line with growth.</p> <p>In line with Council's Fair Access Policy, plan and seek funding for the provision of female friendly change facilities in sporting pavilions including Eastern Reserve.</p> <p>Plan and seek funding for identified projects to increase the carrying capacity of Council recreation reserves including Eastern Reserve (oval drainage) and Hesse Street Reserve (oval drainage and sports lighting).</p> <p>Plan provision of multi-purpose sports fields (to also accommodate soccer) – focus on Torquay and Winchelsea growth areas.</p>
HORIZON TWO 5+ YEARS	<p>Develop a library service in Winchelsea as per growth requirements.</p> <p>Eastern Reserve Main Oval Drainage upgrade</p> <p>Eastern Reserve Female Friendly Changerooms</p> <p>Eastern Reserve Memorial Entry Gates upgrade</p> <p>Eastern Reserve second oval construction in accordance with the revised Master Plan</p> <p>Hesse Street Reserve surface improvements (as demand increases)</p> <p>Design and construct priority pathways:</p> <ul style="list-style-type: none"> Barwon Tce - residential area to Hopkins St Pathway Batson St – Austin St to Barwon Tce Pathway 	<p>Update the Master Plan for the Hesse Street Reserve and Eastern Reserve, Winchelsea.</p> <p>Investigate the feasibility of providing a bike park facility in Winchelsea in line with growth.</p> <p>Winchelsea Amphitheatre - Undertake feasibility for the development of a Winchelsea Amphitheatre upon completion of the Winchelsea Structure Plan review as relevant.</p> <p>Advocate to Sport & Recreation Victoria for funding for the Winchelsea Bowls Club redevelopments</p>



Winchelsea



New Project Ideas

Is there something missing? Have a project idea you want considered? Here's how

There are several avenues that community members can take to propose a project idea to Council for consideration. The following table outlines each option and where they're most relevant.

OPTIONS	DETAILS
Community grants	<p>A range of funding streams are available as part of Council's Community Grants Program, ranging from small to large grants for communities, business or events. Available grants include Quick Response Grants, Minor Capital Works Grants, Community Initiative Grants, Natural Environment and Climate Emergency Grants, Health and Wellbeing Grants, and Artists and Creatives Grants.</p> <p>More information is available at: surfcoast.vic.gov.au/Community/Grants</p>
Community initiatives process	<p>Do you have a great idea to help improve our community? We are here to empower and support the community so that you can develop and deliver your project ideas and make your community an even better place to live. Check out the following link for more information, to view previous projects and submit your idea:</p> <p>surfcoast.vic.gov.au/Community/Community-Services/Community-project-proposals</p>
Annual budget process	<p>Each year Council endorses its annual draft budget for public submissions. This provides an opportunity for community members to lodge a budget submission for consideration. Submissions help inform Council when it considers adoption of the final annual budgets. More information on the budget is available at:</p> <p>yoursay.surfcoast.vic.gov.au/budget</p>
Lodge a request	<p>Contact Council if you like to request more information or a service, want to report a fault or maintenance matter or would like to let us know something else. Lodge a Request form at:</p> <p>https://au.openforms.com/Form/e1340cb8-e7f7-4f5a-a1a7-3808ea6a9985</p>





Shaping our Places and Spaces - Engagement Results

October 2025

Contents

Purpose.....	1
How we engaged.....	2
Your Say survey results.....	3
Survey Questions	4
Social media results	9
In person pop up sessions.....	9
Next steps	10

Purpose

The purpose of the engagement was to engage with stakeholders and communities on the State of Play operational document which outlined what social infrastructure currently exists in each town across the Shire and what was planned for the next 5-10 years.

Stakeholder engagement was undertaken with State Government agencies, service providers, neighbouring Local Government Agencies and community organisations to discuss social infrastructure provision for the municipality.

We then asked the community to tell us what community places and spaces they use and value, along with what principles they would like Council to consider when prioritising investment in social infrastructure.

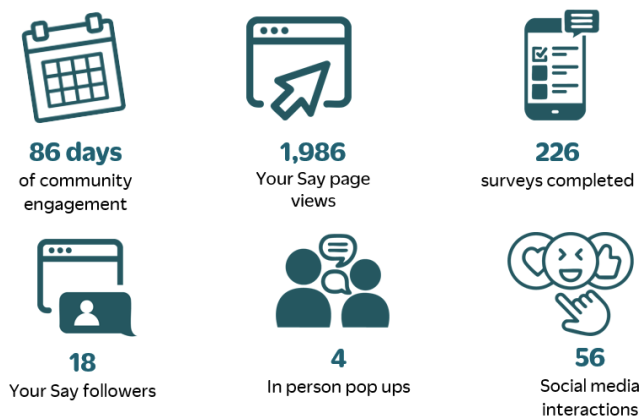
How we engaged

Internal engagement was undertaken with internal business units in January and February 2025.

Stakeholder engagement was undertaken in June and July 2025. A wide range of stakeholder's were engaged in service and infrastructure provision discussions including Surf Coast's All Abilities & Positive Aging Advisory Committee's, Department of Energy, Environment and Climate Action, Department of Education, Department of Transport and Planning, Regional Development Victoria, Regional Arts Victoria, Creative Victoria, Department Jobs, Skills, Industry and Regions, Sport and Recreation Victoria, Surf Coast Secondary College, Winchelsea Primary School, Anderson Roadknight Hall, Modewarre, & Deans Marsh Community Asset Committee, Deans' Marsh Cottage, Golden Plains Shire, Colac Otway Shire & City of Greater Geelong, Growing Winchelsea and Barwon Adolescent Task Force.

Broad community engagement was open from Tuesday 5 August to Tuesday 30 September.

During this time, we collected the following engagement statistics:



We received feedback from community via:

- an online survey on Council's Your Say page
- reactions to social media posts on Council's Facebook page.
- in person pop up sessions
- one on one meetings with a range of departments, organisations and clubs

To get the word out about the project and encourage feedback we prepared the following communications:

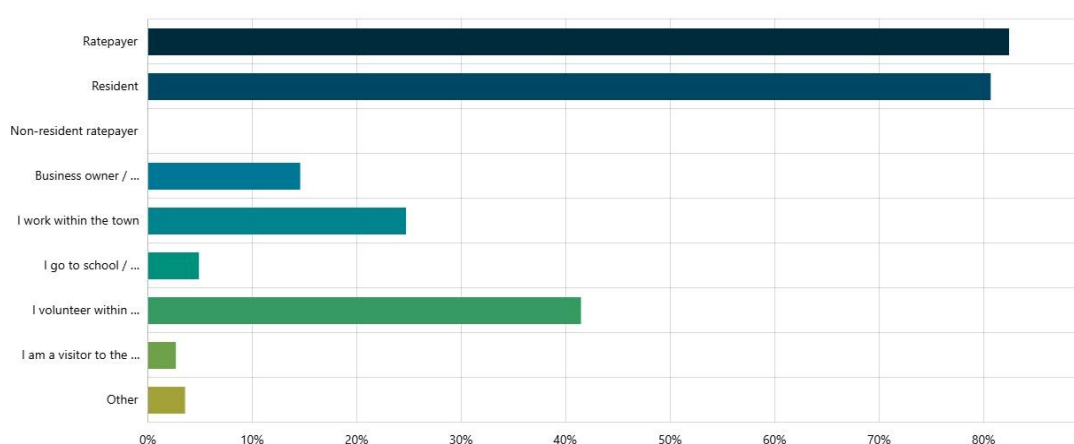
- Media release (Issued 6 August 2025).
- Social media posts: a primary post (6 August 2025) and a reminder posts (1 and 26 September 2025)
- Emails to a range of departments, organisations and clubs

The survey sought the community's input on some potential adjustments to our Social Infrastructure Plan. In some cases, feedback received via the open text boxes in the survey, while acknowledged, was outside the scope of this survey.

Your Say survey results.

We had 226 contributions to the survey. Most responses came from Torquay (61%), followed by Anglesea and Aireys Inlet (8% each). Smaller numbers came from Moriac, Jan Juc, Winchelsea and Lorne. Some towns like Bellbrae, Deans Marsh and Freshwater Creek had very few or no responses.

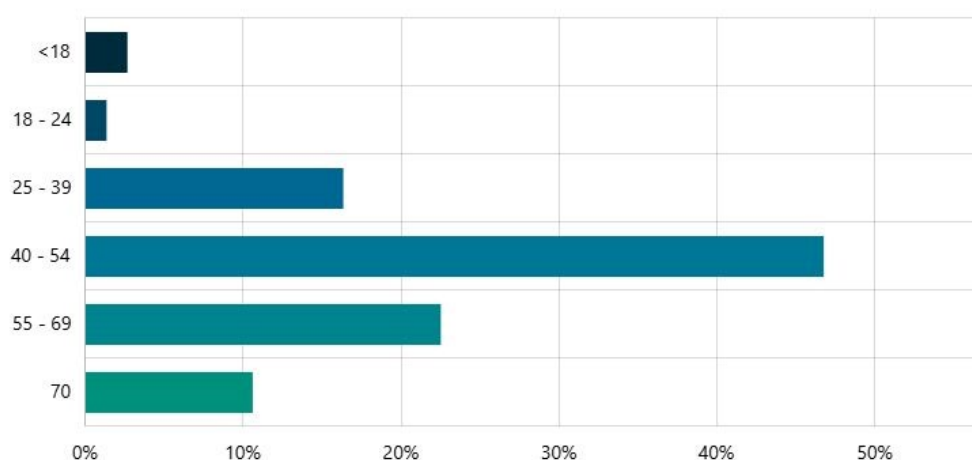
Responses when asked "What is your relationship to Council?"



When asked "Is the Surf Coast your primary place of residence?"

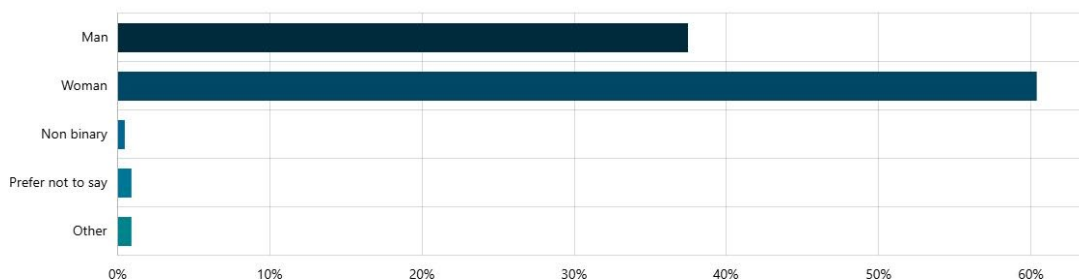
92% of respondents indicated that the Surf Coast is their primary place of residence.

Age group

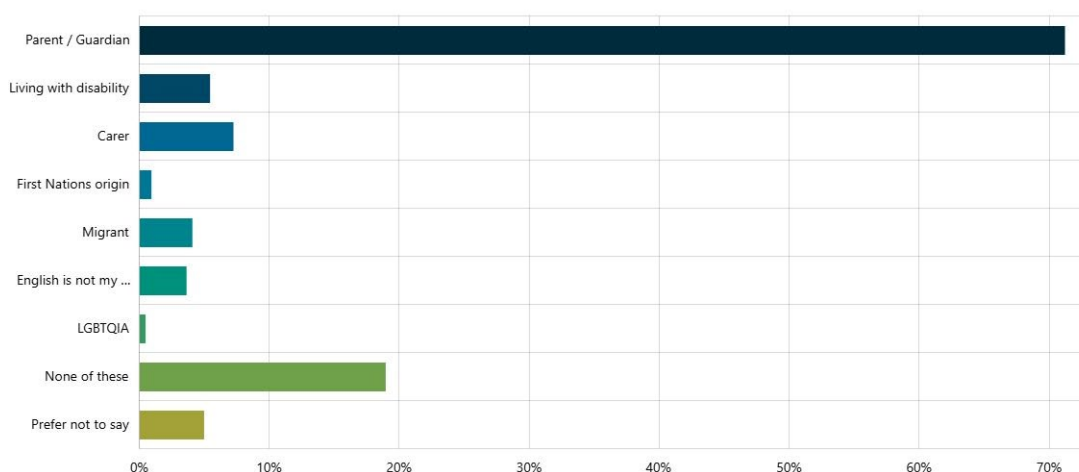


Our Places and Spaces – Social Infrastructure Plan - Engagement Results

Gender



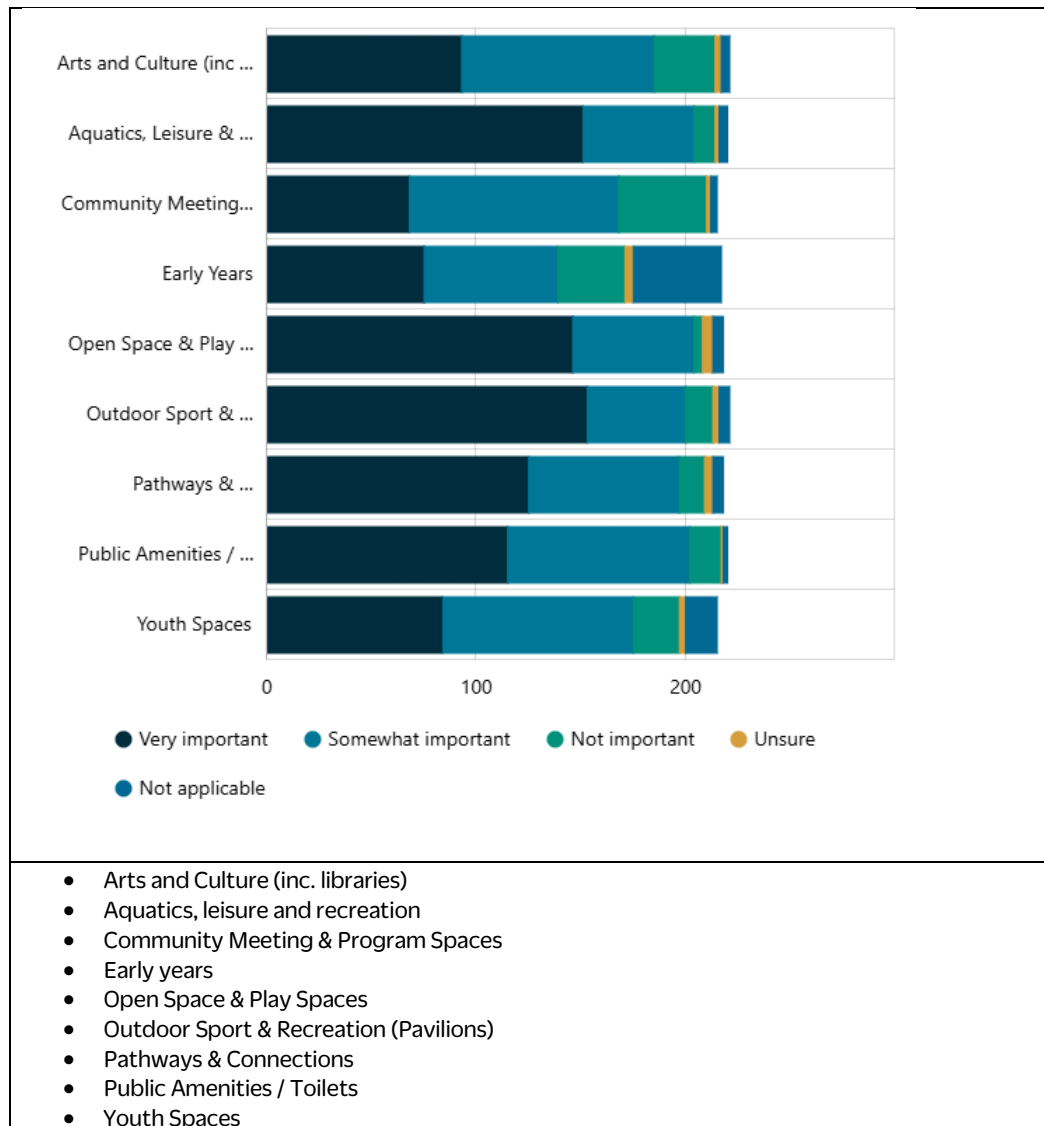
Responses when asked “Do you identify with any of the following?”



Survey Questions

Please let us know the community places and spaces you need to access and how important they are to you? This will help us understand each community's unique priorities.

Aquatics, leisure and recreation spaces were rated very important by nearly 70% of respondents. Outdoor sport and play spaces also ranked highly, with over two-thirds saying they're very important. Pathways and public amenities like toilets were important to most people. Arts and culture spaces, including libraries, were valued by over 80% of respondents, though with a mix of very and somewhat important ratings. Youth spaces and early years facilities received moderate support, with many rating them as important but fewer selecting “very important.” Community meeting spaces were seen as useful, especially for programs and local events. Sixty six percent of people access community places and spaces outside their town.



Please let us know the community places and spaces you travel to other towns for.

"Sometimes we might use the pools in other towns because Anglesea doesn't have one. The lack of a good gym facility means having to go elsewhere."

"Anglesea walking tracks and beach. Winchelsea river walk."

Feedback shows strong regional use of shared spaces, but also gaps in access, especially for indoor sport and early years services. There's a desire for more balanced investment across townships and facilities that reflect the needs of growing and diverse communities.

Many respondents travel to nearby towns like Geelong, Colac, and Armstrong Creek to access pools, gyms, libraries, and health services not available locally. Indoor sports

facilities, especially basketball and netball courts are in demand, with limited space in areas like Torquay North restricting participation, particularly for women and girls.

In Moriac, early years services and playgrounds are heavily used, supporting daily routines for families.

Libraries and learning spaces are valued across the region, with calls for improved facilities in Torquay. Armstrong Creek and Geelong libraries were called out as useful and many visited those libraries. Mobile libraries were seen as important in smaller towns.

Outdoor spaces and pathways are widely used from Lorne and Anglesea to Jan Juc and Bellbrae. Respondents said public amenities like toilets and seating need better maintenance, and community hubs such as Anglesea Community House and Winchelsea Shire Hall are seen as vital for local programs and events.

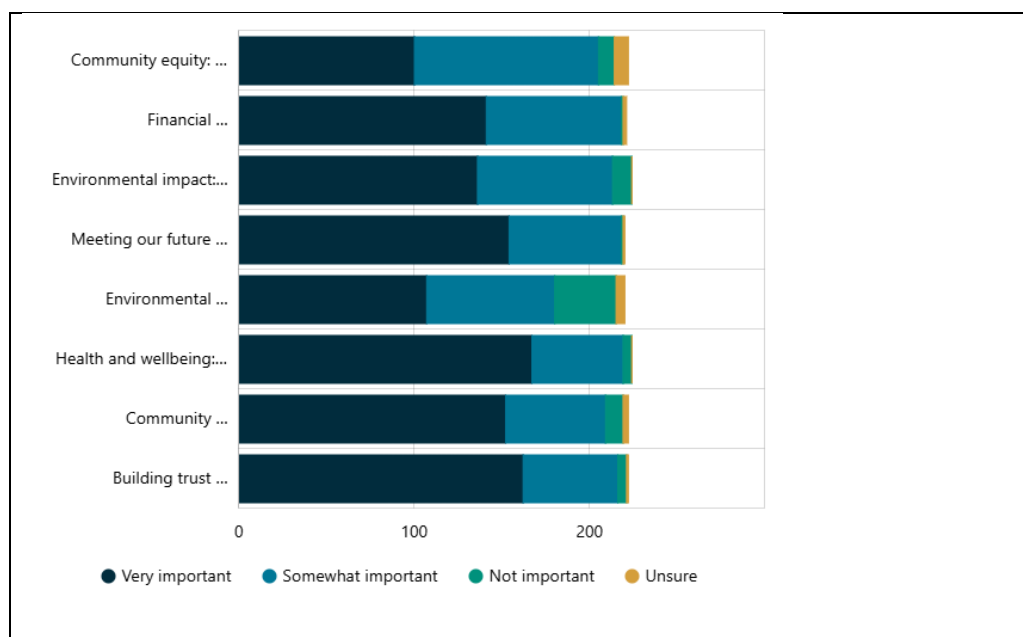
Help us understand the most important Community Principles for you?

The respondents want decisions that are transparent, inclusive, and focused on long-term wellbeing and sustainability.

223 people shared what matters most when it comes to guiding Council decisions. The top priorities were health and wellbeing, planning for future needs, and building trust through transparency, each rated “very important” by over 70% of respondents.

There was also strong support for community engagement, financial sustainability, and environmental impact, with most people wanting decisions to be fair, forward-thinking, and environmentally responsible.

Community benefit and environmental leadership were more mixed, with many rating them as important, but some unsure or concerned about trade-offs.



- **Community benefit:** Support should go where it's needed most, even if it means less for others.
- **Financial sustainability:** There should be long-term community benefit, fairness, and financial responsibility.
- **Environmental impact:** Needs to be at the forefront of council considerations.
- **Meeting our future needs:** Plan assets to be flexible and adapt with future needs in mind.
- **Environmental leadership:** Base decisions on current climate science, even when tough or unpopular.
- **Health and wellbeing:** Prioritise prevention and healthy living.
- **Community engagement:** Co-design with those most affected from the start.
- **Building trust through transparency:** Explain rationale and processes of key decisions.

Word Cloud based on community responses



Do you have any comments about your responses to the Community Principles?

"There is a lot of pressure on our environment at the moment, as local populations expand and we put more pressure on it, but it's so important to protect as it is the reason many of us live here."

"They are all important however, a most important point being how they are actually applied in the decision making and ensuring transparency which is currently lacking."

Respondents expressed strong support for the guiding principles, especially those focused on transparency, sustainability, and genuine engagement. Many emphasised the importance of applying these principles consistently and clearly in decision-making, not just stating them.

There were calls for Council to better use local knowledge and consult early with affected groups to avoid costly or unpopular outcomes. Transparency and plain-language communication were seen as essential for building trust and ensuring people can easily understand and engage with decisions.

Infrastructure gaps, especially in growing areas like Moriac were a concern. Respondents want investment to match population growth and avoid prioritising larger townships at the expense of smaller communities. Some felt that decisions around housing developments and rezoning have overlooked community input and lacked supporting infrastructure.

Indoor sports facilities, particularly basketball courts, were said to be underfunded. Others raised concerns about environmental leadership, with some urging stronger climate action and others questioning its role in local decision-making.

The need for inclusive engagement was clear, with recognition that time-poor residents and younger generations are often missed. There were also calls to protect natural assets like

beaches and coastlines, and to ensure community spaces reflect the values and needs of the broader population, not just vocal minority groups.

Overall, the respondents want Council to act with integrity, listen widely, and balance growth with protection of what makes the Surf Coast Shire special.

Do you have any have any other feedback about community facilities or open spaces in your town?

“We need to ensure there is a healthy balance of facilities for all ages to encourage all to feel included and stay within the community.”

The respondents are calling for balanced investment across sport, arts, youth, environment, and infrastructure. There is a strong desire for Council to act transparently, consult widely, and deliver practical, inclusive, and sustainable solutions that reflect the region’s evolving needs.

“Please make it safer for children and others around community facilities by having permanent reduced speed limits and traffic calming measures.”

Pedestrian safety was raised as a concern across the Surf Coast Shire, especially in Moriac, Aireys Inlet, and Torquay North. Residents are calling for lower speed limits, zebra crossings, and traffic calming near schools, playgrounds, and bus stops. Disability access during construction was an area suggested for improvement.

Families want more gathering spaces along with small scale sports infrastructure for teenagers, such as bike parks and half courts. Moriac Pre-school was said to need expansion to meet growing demand. Respondents said volunteer run playgroups and toy libraries require larger, better supported spaces.

“Spaces should be shared equally. There is ongoing favouritism with certain sports such as indoor basketball. Other sports that are growing, such as futsal, do not get the opportunity to expand. Bookings are limited to 1 hour per week even after futsal became affiliated as per suggestion by the council. There needs to be a fair playing field.”

Basketball courts were thought to be in short supply, particularly in Torquay. Respondents said Wurdi Baierr Stadium is at capacity, forcing teams to train elsewhere. There is strong support for adding more indoor courts. Futsal and pickleball are growing rapidly but respondents said they struggle to access space.

“Provide shelter for the spring creek netball courts”

Feedback highlighted a need for shelters for players and officials at Spring Creek Netball Courts. Torquay is the only BFNL club without them. The football oval at Spring Creek requires elevation and drainage upgrades. Grandstands and infrastructure are needed to support growing participation in women’s football.

“Our open spaces in the vicinity of the Painkalac Creek Estuary along Inlet Crescent are being severely impacted by poorly managed and unregulated tourist buses.”

It was reported that Aireys Inlet’s limited open spaces are under pressure from unregulated tourism. Respondents want better management of tourist buses, protection of revegetated areas, and maintenance of gravel pathways. Tree planting in Lorne and action on river health, especially the Anglesea River, were also suggested priorities.

“... my dog loves the beach and parks too, and he’s essential for my mental health.”

A secure, fenced dog park in Torquay North is suggested. Survey respondents also want better lighting, bins, and toilets in parks and playgrounds across Jan Juc, Anglesea, and Aireys Inlet. There is support for a community battery in Lorne and affordable housing in Anglesea for essential workers.

Suggestions for additional recreation and outdoor facilities include beach volleyball courts, multi-use synthetic pitches, and rock-climbing walls. Bob Pettitt Reserve needs upgrades to its soccer pitch, basketball ring, and fencing. Feedback highlighted Grossmans Ridge and other estates lack playgrounds and safe walking access, suggesting this limits community connection.

“I would like to see the library improved because it is so important for all ages.”

“Provide more for the arts!”

There is strong demand for library upgrades in Aireys Inlet and Torquay, and more support for arts and cultural spaces. Respondents from smaller towns feel overlooked in planning decisions. Respondents are calling for data-driven infrastructure planning that reflects seasonal population needs and health indicators.

Survey responses indicate community want developers held accountable for including open space and amenities in new developments. There is support for affordable housing for essential workers, but their needs to be clearer communication about affordable housing. Planning documents need to better reflect socio-economic data and community priorities.

A TAFE campus is suggested to support flexible learning and local economic development. Barwon Park Mansion is suggested as a site for an innovation hub to attract knowledge tourism and support regional industries.

Social media results

We posted on Council’s Facebook and Instagram pages at the start of engagement (6 August), and towards the end of engagement (1 and 26 September). Community was encouraged to visit our Your Say page for information and to provide feedback via a survey.

We had 56 reactions across our Facebook and Instagram posts including shares to other Facebook pages.

“Build playgrounds with toilets please.”

In person pop up sessions

In persons sessions were scheduled at Anglesea, Lorne, Torquay and Winchelsea to offer another opportunity to capture feedback from community. Key themes raised across these sessions covered a strong desire to protect our natural environment and the health of the Anglesea River, support for a wide range of community services with particular focus on library improvements and the benefits of community house services, aquatics delivery, and provision of improved infrastructure for early years, arts and culture, public amenities, sport and pathways.

Youth Survey results were analysed and insights included in provision considerations. When considering social infrastructure young people wanted better access to sports and creative infrastructure.

Domestic Animal Management Plan received feedback on the provision of a fenced dog park for Torquay. The need for safe, fenced, off leash dog areas was rated as the No 6 Big Issue from respondents in the engagement report.

Next steps

We have considered the range of feedback we've received across the engagement process. This feedback has shaped the development of the draft Social Infrastructure Plan and will guide future investment in community places and spaces.

We want to ensure we can continue to sustainably plan and deliver these places and spaces where, when and how they are needed most.

The framework will consist of a policy position and plan to:

- Set clear, fair rules for how we decide what spaces to provide, based on evidence of community needs.
- Lay out a prioritised list of projects so everyone knows what's planned in their area.
- Make sure we can sustainably plan and deliver community places and spaces—where and when they're needed—within available budgets. Government funding will be required to realise our aspirations.

The "Our Places and Spaces - Social Infrastructure Plan" has been developed and will be considered at December Council meeting for endorsement.

4.3 Council Representation on Various Regional/Peak Organisations

Council Plan	Strategic Direction - Community Wellbeing
Author's Title:	Acting Manager Integrity and Governance
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Integrity and Governance
Attachments:	1. Council Representation on Various Regional Peak Organisations - 2026 [4.3.1 - 1 page]

Purpose

1. The purpose of this report is for Council to appoint representatives to various regional/peak organisations for 2026.

Recommendation

That Council appoints representatives to the various regional/peak organisations for 2026, as detailed in **Attachment 1**.

Outcome

2. If Council accepts this recommendation, Council will be represented on relevant committees and regional/peak organisations for 2026.

Key Considerations

3. Council representation on various committees and regional/peak organisations ensures that Council is well placed to have input on a broad range of key matters which are significant to the community.
4. By reviewing appointments annually, Council is able to ensure that its involvement in the committees and organisations is relevant to Council's strategic goals, Council plan objectives and community priorities.
5. Council representation on most committees and organisations listed in **Attachment 1** is in a delegate capacity only without director responsibilities, however Council representatives on the following organisations take on director roles:
 - 5.1. Geelong Regional Library Corporation
 - 5.2. Great Ocean Road Regional Tourism Inc.
 - 5.3. G21 Regional Alliance Ltd.
6. A director is in charge of the management of the company's business; they are required to make the strategic decisions in the best interests of the company and are responsible for ensuring that the company meets its statutory obligations.

7. The committee representatives/delegates who are not directors have limited authority, power, and responsibilities, and each committee operates under its own charter or terms of reference.

Background

8. Each year, Council representatives are appointed to represent Council at the various committees and organisations outlined in **Attachment 1**.

Options

9. **Alternative Option 1** – That Council does not appoint representatives to various regional/peak organisations.

This option is not recommended by officers as Council would not be appropriately represented on these organisations. This would limit Council's opportunity to engage with different groups that represent, advocate and provide for the community.

Council Plan 2025-2029 Strategic Direction

10. High Performing Council

Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Financial Considerations

11. There are no financial considerations associated with this report.

Community Engagement

12. The outcome of Councillor appointments will be communicated to relevant organisations and communicated in the Council minutes.

Statutory / Legal / Policy Considerations

13. In accordance with section 53(3)(a) of the *Local Government Act 2020*, Councillors must be appointed as members of Council's Audit and Risk Committee. Additionally, Council's CEO Employment and Remuneration Policy also requires Councillor representation.

Strategic Risk

14. Failure to maintain effective partnerships with key stakeholders
Inherent Risk Rating - High, Residual Risk Rating – Medium

15. If Councillors are not appointed to various committees, Council would not be appropriately represented and would limit Council's opportunity to engage with different groups that represent, advocate and provide for the community.

Risk Rating

16. The risk rating is low and can be managed at department level.

Sustainability Considerations

17. There are no sustainability considerations associated with this report.

Conflict of Interest

18. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

19. This report and attachment contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

20. This report is not within scope of the Audit and Risk Committee.

Councillor Briefings

21. This item was not discussed at a Councillor briefing.

Council Representation on Various Regional/Peak Organisations for 2026

Committees established to provide specific advice to Council	No. of Reps	Representative
Audit & Risk Committee	2	Cr Grist Cr Bodsworth
All Abilities Advisory Committee	1	Cr Crockett (Sub – Cr Walker)
Chief Executive Officer Employment Matters Committee	9	All Councillors
Positive Ageing Advisory Committee	1	Cr Phelps (Sub – Cr Grist)
Corporations with local government representation (director positions)		
Geelong Regional Library Corporation	1	Cr Pattison
Great Ocean Road Regional Tourism Inc. Board	1	CEO Robyn Seymour
G21 Geelong Region Alliance Ltd - Board of Directors	1	Mayor CEO Robyn Seymour
Other organisations/committees		
Municipal Association of Victoria	1	Cr Stapleton (Sub - Cr Phelps)
Australian Local Government Association	1	Mayor
Geelong Heritage Centre Collection Advisory Committee	1	Cr Schonfelder
Peri Urban Councils Victoria	1	Mayor
Mayoral Taskforce Supporting People Seeking Asylum	1	Mayor
MAV Emergency Management Forum	1	Cr Walker

4.4 SCS-050 Service Review Policy for adoption

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Manager Business Strategy and Performance
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Strategy and Effectiveness
Attachments:	<ol style="list-style-type: none">1. Service Review Policy - Community Feedback [4.4.1 - 3 pages]2. SCS 050 Service Review Policy [4.4.2 - 5 pages]

Purpose

1. The purpose of this report is to present the results of the community consultation on the draft SCS-050 Service Review Policy, and to present the final version of the policy to Council for adoption.

Recommendation

That Council:

1. Notes the feedback provided on the draft Service Review Policy (**Attachment 1**), and thanks the community for their contribution.
2. Adopts the SCS-050 Service Review Policy (**Attachment 2**).

Outcome

2. If Council accepts the recommendation, the SCS-050 Service Review Policy will be adopted by Council, and officers will begin implementation of a Service Review Program with the \$100k budget allocated in the 2025/26 budget.
3. Funding for the 2026/27 program will be considered by Council in the draft budget.

Key Considerations

4. Council delivers a broad range of services to its community. Many services must be delivered because of a legislative obligation imposed on Council to do so, other services are delivered to achieve a particular community outcome, and some services are delivered in an open market, that is, where other providers are available to provide the same service to the community.
5. Council should periodically review the services it delivers to ensure that those services continue to meet the community's diverse and changing needs and priorities, now and into the future.
6. A service review is a process that considers the costs, quality, efficiency and effectiveness of the services that the Council provides to its community.
7. Service reviews provide an opportunity to ensure that service delivery is:
 - 7.1. Adapting to change, including changes in the needs or priorities of the community, legislative or market changes, or changes in funding;
 - 7.2. Efficient and optimises the use of Council resources;
 - 7.3. Remains relevant and is fit for purpose;

- 7.4. Responsive to customer and community feedback; and
- 7.5. Delivering the right outcomes and has the right impact.
- 8. Service reviews also provide the opportunity to:
 - 8.1. Ensure the range of services Council delivers meet the current needs of the community;
 - 8.2. Ensure that service levels or standards are adequate to meet the community need;
 - 8.3. Look for ways to improve how services are delivered; and
 - 8.4. Ensure that the cost to Council of delivering services is financially sustainable.
- 9. To facilitate service reviews, the Service Review Policy sets out:
 - 9.1. Principles for decision making about service reviews;
 - 9.2. Criteria to prioritise what service reviews should be undertaken; and
 - 9.3. Clear roles and responsibilities of the Council and the Chief Executive Officer.
- 10. The Principles address the following categories and reflect the appetite of the Council and the sentiment of the Community Panel Principles relating to service reviews:
 - 10.1. Strategic alignment (to the Council Plan and Community Vision);
 - 10.2. Current and future needs;
 - 10.3. Equity and access;
 - 10.4. Financial sustainability;
 - 10.5. Alternative providers;
 - 10.6. Evidence-based decision making;
 - 10.7. Community engagement;
 - 10.8. Transparency; and
 - 10.9. Compliance.
- 11. Community feedback was sought on the draft Service Review Policy for a period of 28 days through Council's Have Your Say page. 11 responses were received.

Background

- 12. The Council Plan was adopted by Council on 23 September 2025. Within the Strategic Direction of High Performing Council, Council identified the following priority:

Service reviews and a culture of continuous improvement utilised to achieve cost efficiencies and deliver services that meet community expectations

13. Council has undertaken a number of service reviews over the past 5-10 years. These include:

- 13.1. Road Maintenance Service Levels (2025)
- 13.2. Open Space Maintenance Service Levels (2025)
- 13.3. Aged Care Regional Assessment Service (2024)
- 13.4. Community Buses (2024)
- 13.5. Torquay Parking Revenue Study (2021)
- 13.6. Early Years (2019)
- 13.7. Local Laws Fees and Charges (2019)
- 13.8. Legal Services (2019)
- 13.9. Rural Access Program (2017)
- 13.10. Positive Aging (2017)

Options

14. **Alternative Option 1** – That Council does not adopt the Service Review Policy.

This option is not recommended by officers as there would continue to be no clear guidance to the organisation on how to undertake service reviews, impacting the efficiency and effectiveness of future work in this area.

Financial Considerations

15. There are no direct financial implications of Council adopting the Service Review Policy.

16. The Policy will support Council's future consideration of how to respond to the challenge of balancing service delivery priorities and requirements across the range of services delivered by Council within an increasingly constrained financial environment.

17. Service reviews provide an opportunity for Council to ensure that service delivery is:

- 17.1. Adapting to change, including changes in the needs or priorities of the community, legislative or market changes, or changes in funding;
- 17.2. Efficient and optimises the use of Council resources;
- 17.3. Remains relevant and is fit for purpose;
- 17.4. Responsive to customer and community feedback; and

- 17.5. Delivering the right outcomes and has the right impact.
- 18. Each year, budget to support a Service Review Program will be proposed by officers for consideration by Council in the draft budget.
- 19. This financial year (2025/26), Council has allocated \$100K for implementation of a Service Review Program, which will be implemented in consultation with Councillors during the second half of the financial year in line with the Policy.

Community Engagement

- 20. Community feedback was sought on the draft Service Review Policy for a period of 28 days through Council's Have Your Say page.
- 21. Four questions were asked for response. These were:
 - 21.1. Do we have enough categories listed in the policy to use for our decision making?
 - 21.2. Does the criteria listed for decision making include the things you think are relevant?
 - 21.3. Is this policy easy to understand, clear and transparent?
 - 21.4. Do you have any more comments on the draft Service Review Policy?
- 22. There was also opportunity for general feedback. A summary of the responses to questions and general feedback is provided in **(Attachment 1)**.

Statutory / Legal / Policy Considerations

- 23. Section 106 of the *Local Government Act (Vic) 2020* (LGA 2020) sets out the Service Performance Principles which are:
 - 23.1. Services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community;
 - 23.2. Services should be accessible to the members of the municipal community for whom the services are intended;
 - 23.3. Quality and costs standards for services set by the Council should provide good value to the municipal community;
 - 23.4. A Council should seek to continuously improve service delivery to the municipal community in response to performance monitoring;
 - 23.5. Service delivery must include a fair and effective process for considering and responding to complaints about service provision; and
 - 23.6. Service delivery must include a fair and effective process for considering and respond to complaints about service provision.
- 24. The Service Review Policy responds to the provisions of section 106 of the LGA 2020 by providing guidance to how Council services should be reviewed to meet its obligations.

25. The Policy also supports Council to meet the requirements of the Overarching Governance Principles contained in section 9 of the LGA 2020.
26. In compliance with the *Gender Equality Act 2020*, a Gender and Equity Impact Assessment will be undertaken in relation to any service review conducted in response to the Service Review Policy. The policy principles directly consider equity and access to services.

Council Plan 2025-2029 Strategic Direction

27. High Performing Council

Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Strategic Risk

28. Failure to deliver outcomes in line with community needs
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

Failure to plan and deliver infrastructure and services which keep pace with growth
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

29. By adopting the Service Review Policy, Council will embed a practice of periodically considering service reviews guided by clear decision-making principles and prioritisation criteria. The process would also be facilitated by articulating the roles and responsibilities of the Council and the Chief Executive Officer.
30. Implementing a Service Review Policy would not increase the risk to Council, and will assist with managing the associated strategic risks within the Council's risk appetite.

Risk Rating

31. The risk rating associated with adopting a Service Review Policy is low and will assist with managing strategic risks within the Council's risk appetite.

Sustainability Considerations

32. The Service Review Policy considers the impact of service reviews on the financial sustainability of Council and the current and future needs of the community. Services prioritised for review in accordance with this Policy will be considered against criteria that includes community impact, cost, risk and resources, amongst other things.

Conflict of Interest

33. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

34. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

35. This report is not within the scope of the Audit and Risk Committee.

Councillor Briefings

36. This item was discussed at the following Councillor briefings prior to being presented to Council for consideration. Councillor attendance at each briefing was as follows:

37. Councillor Briefing Date: 7 October 2025

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>Y</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>	<i>Cr Leon Walker</i>	<i>Y</i>
<i>Cr Tony Phelps</i>	<i>Y</i>		

Councillor attendance at briefings is not a statutory requirement. Councillors are able to access and request information through a number of mechanisms to understand matters being presented at a Council Meeting.

Attachment 1

Community feedback on the draft Service Review Policy

Community consultation was open for a period of 31 days from 29 October 2025 to 28 November 2025.

Profile of respondents

All respondents were aged 40-70+.

All wards were represented in the responses.

55% of respondents were women, 36% men, and 10% other.

All respondents were residents and/or ratepayers.

Engagement questions

Three questions were asked as part of community engagement. 11 people completed the survey questions, and the following answers were provided:

No	Description	Response
1	Do we have enough categories listed in the policy to use for our decision making?	Yes – 27% No – 18% Not sure – 37% Other – 18%
2	Does the criteria listed for decision making include the things you think are relevant?	Yes – 46% No – 18% Not sure – 27% Other – 9%
3	Is this policy easy to understand, clear and transparent (sliding scale)	Too complicated – 18% Mid point - 73% Easy to understand – 9%

Written responses

9 people provided written feedback. The following topics were represented in the feedback received from the community:

Community feedback topic	Community response (summary)	Officer comment
Cost shifting or transition to private providers (1 response)	Shifting service delivery from Government (Federal, State or Local) or non-profit into commercial or profit-making organisations can lead to lower service standards, rising costs and/or a lack of accountability.	The cost of services provided by Council are often subsidised by rates even where a fee is charged for that service. Council must deliver some of its services because of a legislative obligation to do so.

	There is a general shifting of responsibility and cost from higher to lower levels of Government over the last few decades.	Where there is a cost impact for service delivery to Council imposed by another level of government, Council will assess that impact and respond appropriately, often through advocacy. There is increasing pressure on Council budgets because of the increased legislated responsibilities of Council.
Other considerations in service reviews (2 responses)	Services not open to access by everyone and which benefit only a minority should be defunded and replaced with a user-pays system.	The Service Review Policy provides for Council to consider equity in who pays for a service, and whether that service should be subsidised by rates.
	An environmental lens and a gender lens should be applied to any service review.	Gender Equity Impact Assessments are carried out in relation to new Council policies, programs and services and would be included in any service review. A process is currently under development for conducting Environmental Impact Assessments on all of Council's activities.
Scope of Council's services (4 responses)	The Council should stick to roads and maintaining the public facilities it owns which it is not adequately doing.	Council delivers a wide range of services, some of which are mandatory to provide (ie by legislation), some of which are provided to meet an obligation of Council, and some are provided in an open, competitive market. The Service Review Policy will assist Council to make decisions about the services it delivers where the Council has a choice to provide a service or not, or how to provide a service, including whether it has choice to charge a fee for that service or not.
	Signage needs to be provided about the location of AED Defibrillators available to the community.	
	Council should not be involved in so many aspects of our lives including community, environment, First Nations Reconciliation, recreation and open space, families, children and youth, ageing.	

	<p>Council should prioritise the protection of our natural environment and make this a more prominent requirement when assessing projects and services.</p> <p>With the apparent exponential growth of development in our area, how can council balance this population growth with the inevitable flow-on demands on the fragile local area.</p>	
Policy wording and intent (2 responses)	<p>The policy says: " Council has discretion as to whether it delivers all or part of the service" - This wording suggests council will do what it wants regardless. " Service levels are more than is needed or less than is needed by the community " – this is ambiguous. The Draft Policy says a lot and means nothing to anyone in the community reading it.</p>	<p>The criteria for assessing prioritisation of service reviews assists the Council to decide where to focus its efforts to review services where there will be the most beneficial impact of doing so.</p>
	<p>The Policy needs to be simple, clear, and focus only on those functions that are the responsibility of Local Government. This process absorbs far too much time and money.</p>	<p>The Service Review Policy sets out the policy principles for undertaking a service review and the criteria for prioritising which services to review. Each service review will be guided by the Policy and other legislative requirements, such as community consultation. The Council's Service Profile provides information about which of Council's services are mandatory, are meeting a statutory obligation or are being provided in the open market.</p>



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COUNCIL POLICY

SCS – 050 Service Review Policy

TRIM Reference:	D25/178458	Due for Review:	October 2029
Responsible Officer:	General Manager Strategy and Effectiveness		

Purpose

Council delivers a broad range of services to its community which are designed to meet the community's diverse and changing needs and priorities.

Council recognises the importance of undertaking periodic reviews of the services it delivers to its community to ensure those services:

- a. Are provided in an equitable manner and respond to the diverse needs of its community;
- b. Are accessible to the members of its community for whom the services are intended; and
- c. Provide good value to its community, taking into account the quality and cost of the services.

The Council must also ensure its ongoing financial viability when deciding which services it delivers to its community and how those services are delivered.

This policy supports Council's commitment to reviewing its services by setting the principles that the Council will consider when conducting service reviews and how service reviews will be prioritised to ensure that the services it delivers meet both the needs and priorities of the community and the obligations of Council.

Scope

This policy applies to Councillors and all employees and guides decision making in relation to the review of services delivered by Council to its community.

Policy

When undertaking and deciding on the outcome of a service review, the following principles will be considered:

1. **Strategic alignment:** Services respond to the priorities of the community set out in the Council Plan and the Community Vision;
2. **Current and future needs:** The range of services Council delivers addresses the current priorities of the community and balances the need to plan for their future requirements;
3. **Equity and access:** Equity and access to services is provided, recognising that the capacity to pay can impact both;
4. **Financial sustainability:** Reducing the level of rate subsidy for the cost of delivering services is important for the long-term financial sustainability of Council;
5. **Alternative providers:** Council may transition service delivery to another provider where there is a viable, equivalent alternative service provider for its community, including partnering with others to enhance or deliver services more efficiently or effectively;



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6. **Evidence-based decision making:** Evidence informs decisions about services so the facts are known before acting, including consideration of customer feedback about services;
7. **Community engagement:** Consultation about service reviews takes place with external and internal stakeholders impacted by the review;
8. **Transparency:** The service review process is open and transparent unless it is not appropriate to do so; and
9. **Compliance:** Services are compliant with relevant legislation and the legal obligations of funding providers.

Prioritisation of Service Reviews

Council's resources are finite, so identifying how to prioritise the investment of Council resources to fund service reviews is important.

Reviews will be prioritised by assessing services against all of the following criteria:

Category	Criteria
Strategic alignment	Service delivery aligns with the strategic direction of the Council Plan and Community Vision, taking into account that both reflect the priorities of the community
Risk	The risk exposure to Council or the community connected to the delivery of the service falls outside the risk appetite of Council
Community impact	Demand for the service has changed
	Customer and community complaints about the service
Cost	The cost of delivering the service is escalating beyond the Long-Term Financial Plan parameters
	The cost of delivering a service is or could be fully or partially funded through fees and charges (user-pays)
	There is a change in the cost to Council of delivering the service (including whether there is a change in funding available for the service from another source)
Nature of service	Council has discretion as to whether it delivers all or part of the service
	Service delivery is replicated in the open market, or about to be
Service standards	Benchmarking indicates that service levels are higher or lower than other comparative councils
	Service levels are more than is needed or less than is needed by the community
Technology	Service delivery is impacted by the use of technology
Operational	Effective service delivery is impacted by lack of operational resources



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Roles and Responsibilities

To support the effective and efficient delivery of service reviews, the roles and responsibilities of the Council and the Chief Executive Officer are:

	Item/step	Council	CEO
Governance of Service Reviews	Council Plan	Adopt	Implement
	Budget (allocation for service reviews)	Adopt annually	Advise and implement
	Service Review Policy	Adopt	Implement
	Performance reporting (Quarterly budget/ Council Plan/ Annual report)	Receive and note	Develop and provide
	Prioritisation of Reviews	Set in the Policy	Apply criteria and decide on prioritisation and appropriate response
Implementation of Service Reviews	Service Review Program (4-year)	Councillor feedback on priority areas	Develop and approve
	Service review scope	Councillor feedback on scope of review	Develop and approve
	Service review recommendations & response	Approve within delegation	Approve within delegation Develop response and advise on implementation
	Business improvement initiatives		Develop, prioritise and approve



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Local Government Act 2020 Principles

Principles	Applicable to policy	If yes, provide details
Governance (Consideration of the Governance Principles under s.9 of LGA 2020)	Yes	This policy considers the following Governance principles: <ul style="list-style-type: none"> priority is to be given to achieving the best outcomes for the municipal community, including future generations; the ongoing financial viability of the Council is to be ensured; the transparency of Council decisions, actions and information is to be ensured
Community Engagement (Consideration of Community Engagement Principles under s.56 LGA 2020)	Yes	This policy considers the following Community Engagement principles: <ul style="list-style-type: none"> a community engagement process must have a clearly defined objective and scope; participants in community engagement must have access to objective, relevant and timely information to inform their participation; participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement; participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making
Public Transparency (Consideration of Public Transparency Principles under s.58 of LGA 2020)	Yes	This policy considers the following Public Transparency principles: <ul style="list-style-type: none"> priority is to be Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act
Strategies and Plans (Consideration of Strategic Planning Principles under s.89 of LGA 2020)	Yes	This policy considers the following Strategic Planning principles: <ul style="list-style-type: none"> strategic planning must take into account the resources needed for effective implementation
Financial Management (Consideration of Financial Management Principles under s.101 of LGA 2020)	Yes	This policy considers the following Financial Management principles: <ul style="list-style-type: none"> the financial viability of the Council; the management of current and future liabilities of the Council.
Service Performance (Consideration of Service Performance Principles under s.106 of LGA 2020)	Yes	This policy considers the following Service Performance principles: <ul style="list-style-type: none"> services should be provided in an equitable manner and be responsive to the diverse needs of the municipal community; services should be accessible to the members of the municipal



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Principles	Applicable to policy	If yes, provide details
		community for whom the services are intended; <ul style="list-style-type: none"> quality and costs standards for services set by the Council should provide good value to the municipal community

Definitions

Word	Definition
Community Vision	Community Vision adopted September 2021
Council Plan	Council Plan 2025-2029 (including the Public Health and Wellbeing Plan)
Service	A service delivered by Council to the community
Service Review	A process that considers the costs, quality and efficiency of a service that the Council provides and assesses whether the current mode of delivery is appropriate to meet the needs of the community and the Council's obligations.

Related Procedure

Service Review Procedure

References

Council Plan 2025-2029
 Local Government Act (Vic) 2020
 Surf Coast Shire Council Service Profile
 Service Review Framework
 Community Engagement Policy
 Long Term Financial Plan

1. Document History

Version	Document History	Approved by – Date
1		
2		
3		

4.5 Community Asset Committee Annual Update 2024-2025

Council Plan

Author's Title:

General Manager:

Division:

Department:

Attachments:

Strategic Direction - Assets and Infrastructure

Strategic Direction - Community Wellbeing

Community Partnerships Officer

Damian Waight, General Manager Community Life

Community Life

Community Life

1. Community Asset Committees Annual Update - Council Meeting - 9 December 2025 [**4.5.1** - 1 page]

Purpose

1. The purpose of this report is to present the Community Asset Committees Annual Update 2024-25, appoint new committee members, accept committee resignations and consider a new management model for the Anglesea Bike Park Community Asset Committee (CAC).

Recommendation

That Council:

1. Notes the Community Asset Committee 2024-25 Annual Update 2024-2025 (**Attachment 1**).
2. Acknowledges the valuable contributions that all Community Asset Committee members have made to their community and thank each volunteer for their dedicated support.
3. Appoints the following committee members:
 - 3.1. Chris Armstrong - Anderson Roadknight CAC
 - 3.2. Ian Hopkins – Anderson Roadknight CAC
4. Accepts the following resignations, and acknowledges their contribution:
 - 4.1. Edith Barton - Anderson Roadknight CAC
 - 4.2. Kara Cheah - Anderson Roadknight CAC
 - 4.3. Lynette Clucas - Deans Marsh CAC
 - 4.4. James Morton - Deans Marsh CAC
 - 4.5. Don Baldwin – Stribling Reserve CAC
 - 4.6. Geoff Couper – Stribling Reserve CAC
 - 4.7. Steve Findlay – Connewarre CAC
5. Writes to outgoing members to thank each volunteer for their service to the community.
6. Accepts the request of the Anglesea Bike Park Community Asset Committee to formally dissolve as a Community Asset Committee and continue under a 'Friends of' model.
7. Receives the total of the Anglesea Bike Park Community Asset Committee's remaining funds, allocates the money into a dedicated line in Council's operations budget and works with the Friend of Anglesea Bike Park to fund activities for this facility.

Outcome

2. If Council accepts this recommendation, it will meet the requirements of section 47(6) of the *Local Government Act 2020* (the Act), makes changes to appointments to committees and changes the management model of the Anglesea Bike Park.

Key Considerations

3. In accordance with section 47(6) of the Act, a report needs to be presented to Council on the annual performance of the Community Asset Committees. The attached annual report (**Attachment 1**) contains activity from the 2024-25 Financial year.
4. The report shows there has been considerable progress in the last 12 months and the majority of CACs have demonstrated improved performance in meeting their Instrument of Delegation (IOD) requirements.
5. All committee members across all CACs now hold valid Working with Children Checks.
6. Four committees have also achieved full compliance with their IOD, compared with one committee last year.
7. Some of the other CACs are navigating periods of transition and facing operational challenges and are not meeting all of their responsibilities in their IOD, including:
 - 7.1. Two committees have not met the requirement of five meetings including an annual general meeting;
 - 7.2. Two committees did not have their financial statements audited;
 - 7.3. Some user groups/clubs that CACs manage do not have active lease or licence agreements aligned to Council policy; and
 - 7.4. Whilst asset registers have been maintained wherever possible, in some cases they require updating to achieve compliance.
8. Officers are continuing to work with Community Asset Committees to provide support to meet all governance requirements.
9. The Anglesea Bike Park Community Asset Committee have resolved to formally dissolve as a CAC as of 30 June 2025.
 - 9.1. In its place, a new preferred 'Friends of' model is proposed under a 'Memorandum of Understanding' as a more suitable model, with support from the Surf Coast Mountain Bike Club.
 - 9.2. A 'Friends of' organisation is usually an independent volunteer group that partners with Council and supports a specific reserve, asset or in this instance a bike park. A 'friends of' organisation typically requires less governance oversight and time to manage for volunteers than a CAC.

- 9.3. Any held funds will be transferred into dedicated line in Council's budget to be spent on the Anglesea Bike Park with input from the friend of group to inform how it is spent.
10. The following CAC members have tendered their resignations, which have been accepted by their relevant CACs:
 - 10.1. Edith Barton - Anderson Roadknight CAC
 - 10.2. Kara Cheah - Anderson Roadknight CAC
 - 10.3. Lynette Clucas - Deans Marsh CAC
 - 10.4. James Morton - Deans Marsh CAC
 - 10.5. Don Baldwin – Stribling Reserve CAC
 - 10.6. Geoff Couper – Stribling Reserve CAC
 - 10.7. Steve Findlay – Connewarre CAC
11. Departing committee members have been acknowledged and thanked for their contribution to each CAC and to their community. The resignations are either from long standing members who have retired, volunteers who have moved away or members whose roles have changed at a club or school level (e.g. new school principal or club committee member). Officers will request written letters from the Mayor, thanking each one for their service to the community.
12. The following community members are applying to join the Anglesea Roadknight CAC:
 - 12.1. Chris Armstrong
 - 12.2. Ian Hopkins
13. In accordance with their Instrument of Delegation, Council must resolve to accept these CAC membership appointments and resignations. All of these appointments and resignations have occurred since 30 June 2025 and will therefore be reflected in next year's annual report.

Background

14. The Community Asset Committees were established by Council resolution at the 25 August 2020 meeting in accordance with s47(1) of the *Local Government Act 2020*.
15. The Community Asset Committees replaced the Section 86 Committees of Management that were in place under the previous Act.
16. Council's Community Asset Committees play an integral role in maintaining and promoting community use of Council facilities.
17. The Committees are made up of volunteers, many of which have held a position on the Committee for a long period of time.

18. Whilst Surf Coast Shire volunteer numbers are reasonably strong, attracting and retaining Community Asset Committee members can be challenging for some committees.

Options

19. Alternative Option 1 - That Council does not note the 2024-25 annual report, does not accept the resignations from and appointments to the CACs, and does not dissolve the Anglesea Bike Park Community Asset Committee.

This option is not recommended as not noting the 2024-25 Community Asset Committee annual report would be non-compliant with the requirements of the *Local Government Act 2020* (Act). This option would not accept the changes to membership accepted by the CACs and would not appoint skilled volunteers to join the Anderson Roadknight Committee. Additionally, this would stop the Anglesea Bike Park moving to a preferred management model for managing this site.

Financial Considerations

20. Financial information included in the reporting (**Attachment 1**) provides transparency regarding the financial status of each Committee.
21. Community Asset Committees' financial statements need to be independently audited each year. Council reimburses the CACs for these audits, and the total annual reimbursement is approximately \$3,500.
22. Council's Finance Department reviews the audit reports.
23. Council's Community Recreation team supports the CACs through the work done by the Community Partnerships Officer and Facilities Booking Officer. It is estimated the support to the CAC's is equivalent to 0.6 of a full-time role across these two roles. The estimated cost is approximately \$55,000. This is more cost effective than Council directly managing all sites which is likely to require at least the addition of one new role.

Community Engagement

24. Community Asset Committees operate at the 'empower' level on the International Spectrum of Public Participation (IAP2) spectrum as they make decisions and operate facilities for the benefit of the community.

Statutory / Legal / Policy Considerations

25. Community Asset Committees are established by Council in accordance with section 65 of the *Local Government Act 2020*. Once a Committee is established, the Chief Executive Officer then delegates relevant powers, duties and functions to the Committees through an Instrument of Delegation as described in section 47 of the Act.
26. In accordance with section 47(6) of the Act, reporting is required to be presented to Council in relation to the activities and performance of the Committees. The reporting provided with this report (**Attachment 1**) contains information relating to the 2024-25 financial year.

Council Plan 2025-2029 Strategic Direction

27. Community Wellbeing

Council seeks to increase community participation and empowerment and will favour projects being led by community where possible. Council will foster healthy active living and community connections for all age groups that improve wellbeing and are equitable and inclusive. The needs of younger and future generations will be prioritised given Council's role in planning for the future.

Strategic Risk

28. Failure to meet Council's governance and compliance obligations
Inherent Risk Rating - *Serious*, Residual Risk Rating – *Medium*

29. Failure to maintain effective partnerships with key stakeholders
Inherent Risk Rating - *High*, Residual Risk Rating – *Medium*

Risk Rating

30. By noting the annual report, Council mitigates risks by complying with the requirements of the Act as well as improving transparency.

31. These risks identified are considered low and can be managed by officers at a department level.

Sustainability Considerations

32. The appointment of new committee members helps sustain Community Asset Committees who play an important role in managing community facilities.

Conflict of Interest

33. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

34. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

35. This report was presented to the 26 November 2025 Audit and Risk Committee meeting. There were no actions recorded at the Audit and Risk Committee meeting.

Audit and Risk Committee Meeting Date: 26 November 2025

<i>Feedback Received</i>
Noted the compliance issues recorded in the report and noted the work to support the CACs to achieve compliance.

Councillor Briefings

36. This item was discussed at the following Councillor briefing prior to being presented to Council for consideration. Councillor attendance at the briefing was as follows:

Councillor Briefing Date: 11 November 2025

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Paul Barker</i>	<i>Y</i>	<i>Cr Tony Phelps</i>	<i>Y</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>N</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>	<i>Cr Leon Walker</i>	<i>Y</i>

Councillor attendance at briefings is not a statutory requirement. Councillors are able to access and request information through a number of mechanisms to understand matters being presented at a Council Meeting.

2024 / 2025 – Community Asset Committee Annual Report

Committee Name	Committee Membership Turnover	Committee Members	No. of meetings	Opening Balance	Income	Expenditure	Closing Balance	Non-Compliance
Anderson Roadknight Reserve CAC	Nil	9	7	\$59,151	\$25,528	\$5,971.07	\$78,709	Nil
Anglesea Bike Park CAC	Nil	8	3	\$4,978	\$1,663	\$4,756	\$1,885	Only 3 meetings held. CAC has decided to advise Council to change management model
Connewarre Reserve CAC	Nil	9	6	\$36,775	\$27,269	\$34,919	\$29,125	Nil
Deans Marsh Community Hall and Recreation Reserve CAC	Nil	8	5	\$25,594.	\$4,816	\$4,838	\$25,571	Nil
Eastern Reserve CAC	Nil	4	1	\$177,398	\$67,352	\$20,694	\$233,690	Only 1 meeting held (AGM) No audited financials No asset register
Modewarre Reserve CAC	1 x new	7	5	\$10,230	\$3,866	\$2,034	\$12,048	Nil
Stribling Reserve CAC	Nil	8	5	\$4,219	\$88,228	\$79,858	\$8,641	Did not have AGM No asset register Loan to Council overdue

As per the Instrument of Delegation Community Asset Committees must:

- Hold at least 5 meetings per year, including an Annual General Meeting.
- Have audited financials.
- Have an asset register.



4.6 2026 Audit and Risk Committee Charter

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Risk and Compliance Officer
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Integrity and Governance
Attachments:	<ol style="list-style-type: none">1. 2026 Audit and Risk Committee Charter Clean [4.6.1 - 12 pages]2. 2026 Audit and Risk Committee Charter (1) [4.6.2 - 18 pages]

Purpose

1. The purpose of this report is for Council to consider adopting the reviewed Audit and Risk Committee Charter.

Recommendation

That Council:

1. Adopts the Audit and Risk Committee Charter (**Attachment 1**).
2. Notes that remuneration for external independent members will be adjusted in September 2026 in accordance with the revised amounts published in the Victorian Government Board Appointment and Remuneration Guidelines, and that the current fees for external independent members, including the external independent Chair, will remain in place until that time.

Outcome

2. If Council adopts the updated Charter this will enable the Audit and Risk Committee to continue to provide structured oversight of Council's governance, risk management, internal control practices and financial reporting.

Key Considerations

3. Council is required to approve an Audit and Risk Committee Charter that specifies the functions and responsibilities of the Audit and Risk Committee.
4. The current Audit and Risk Committee Charter outlines that the document must be reviewed annually by the Committee and recommended to Council for adoption.
5. There were a small number of minor changes proposed that have been noted by the Audit and Risk Committee.
6. Key changes to the Charter (**Attachment 2**) are listed below:
 - 6.1. A formal review of the Charter to occur every four years, aligned with the Council election cycle and endorsed by the incoming Council within six months of the election.

- 6.2. The Committee will be required to undertake an interim review of the Charter at least every two years.
 - 6.3. Change to the recruitment of the external members, with one councillor member on the panel.
 - 6.4. Inclusion of the Chair's term within the Charter. The Chair of the Committee shall be appointed annually for a maximum period of two years, with the maximum total length of appointment being no more than four years, unless resolved by Council.
 - 6.5. The Charter includes an addition of an insurance and indemnity clause in the Charter.
 - 6.6. Remuneration to be aligned with the Victorian Government Board Appointment and Remuneration Guidelines – Group B Organisation.
 - 6.7. External Independent members shall receive 1.5 times the maximum amount per meeting in recognition of the time to attend and prepare for meetings.
 - 6.8. The Chairperson shall receive 2 times the maximum amount per meeting in recognition of their additional involvement and leadership of the Committee.
- 7. The increase to external member fees will be effective from September 2026 in alignment with revised amounts published in the Victorian Government Board Appointment and Remuneration Guidelines. The current remuneration rates are \$735.00 for external independent members and \$1,016.50 for the external independent Chair.
 - 8. The increase in remuneration was discussed at the November 2025 Committee Meeting. Management was comfortable with the increase to the member fees and confirmed the increase would be paid from current operational budgets.
 - 9. The "Removal of a Member" was expanded with greater clarification of the process.

Background

- 10. The Committee reviewed and provided feedback on the Charter and its proposed changes at its November 2025 meeting. The Committee resolved that the attached Charter be recommended to Council for adoption.

Options

- 11. **Alternative Option 1** – That Council does not adopt the reviewed Audit and Risk Committee Charter as attached.
- 12. This option is not recommended by officers as the revised Charter has been recommended by the Audit and Risk Committee to ensure that it can perform its role.

Financial Considerations

- 13. Financial management within the Charter remains unchanged. This section ensures appropriate application of Council's accounting policies and includes the Committee's

review of quarterly financial reports, annual financial statements, Councillor and CEO reimbursements and financial risks.

14. The updated Charter provides a clearer framework for the review on member remuneration, to be consistent with Victorian Government guidelines. This approach sets a consistent framework for remuneration increases, and reduces officer time previously allocated to benchmarking.

Community Engagement

15. Community engagement was not undertaken for this review as the Charter is specific to the functions of the Committee.

Statutory / Legal / Policy Considerations

16. Section 54(2) of the *Local Government Act 2020* (the Act) requires that an Audit and Risk Committee Charter is adopted and maintained which specifies the functions and responsibilities of the Committee. The reviewed Charter continues to comply with the requirements outlined in the Act.
17. Council's Gender Equality and Diversity Plan will be considered as part of the recruitment of independent external members.

Council Plan 2025-2029 Strategic Direction

18. **High Performing Council**
Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Strategic Risk

19. Failure to meet Council's governance and compliance obligations
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*
20. By adopting the updated Audit and Risk Committee Charter, Council will enable the Audit and Risk Committee to continue to provide structured oversight of Council's governance, risk management, internal control practices and financial reporting.

Risk Rating

21. The risk rating associated with accepting this recommendation is low and can be managed at department level.

Sustainability Considerations

22. There are no sustainability considerations associated with the report.

Conflict of Interest

23. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

24. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

25. The Audit and Risk Committee resolved that the attached Charter be recommended to Council for adoption.

Audit and Risk Committee Meeting Date: 26 November 2025

<i>Feedback Received</i>	<i>Action Taken</i>
<i>The Committee provided their feedback on the charter prior to the November 2025 ARC meeting, this has been incorporated in the Charter.</i>	<i>Feedback was incorporated into the Charter prior to the November ARC Meeting.</i>
<i>The Committee questioned the increase remuneration impacts to Council.</i>	<i>Management confirmed that the proposed increases to external member fees would have no impact on the overall budget, with the required funds to be sourced from current operational budgets.</i>

26. This item was not discussed at a Councillor briefing.

Audit and Risk Committee Charter

Adopted by Council – December 2025

DOCUMENT CONTROL	
Review Period	This Charter shall be reviewed at least every two years.

REVIEW HISTORY		
Version Number	Date Adopted	Reference Number
1	27 April 2021	D21/62923
2	14 December 2021	D20/112411
3	December 2022	D23/173163
3	April 2024	D24/56998
4	27 February 2025	D25/21663

This Audit and Risk Committee Charter will be formally reviewed by the Audit and Risk Committee every four years, in line with Council elections, and endorsed by the incoming Council within six months of the election. An interim review will occur at least every two years.

Acknowledgements

Surf Coast Shire Council acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Eastern Maar nation as the Traditional Owners of the lands we now call Surf Coast Shire. We pay our respects to their Elders past, present and emerging; and all other Aboriginal and Torres Strait Islander People who are part of our Surf Coast Shire community.

Table of Contents

1. Purpose	4
2. Establishment	4
3. Authority	4
4. Role of the Committee	5
5. Responsibilities	5
5.1 Legislative Compliance	5
5.2 Financial Management (including Performance Reporting).....	5
5.3 External Audit.....	6
5.4 Risk Management (including Business Continuity).....	6
5.5 Internal Controls (including Fraud Controls)	6
5.6 Internal Audit.....	7
5.7 Committee	7
6. Membership	7
7. External Independent Member Qualifications	8
8. Term of Office	8
9. Appointment of the Chair	8
10. Insurance and Indemnity.....	8
11. Role of the Chair	9
12. Quorum.....	9
14. Conflict of Interest	10
15. Personal Interests Returns.....	10
16. Confidentiality	10
17. Misuse of Position.....	10
18. Remuneration	10
19. Removal of a Member.....	11
APPENDIX 1 – Local Government Act 2020 Principles	12

1. Purpose

In accordance with section 53(1) of the *Local Government Act 2020* (the Act), Council must establish an Audit and Risk Committee (the Committee). Pursuant to section 54(2) of the Act, this Charter specifies the functions and responsibilities of the Committee.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, risk management and internal control practices. This serves to provide Council with confidence in the integrity of these practices.

2. Establishment

The Audit and Risk Committee has been established under Section 53 of the Local Government Act 2020.

Membership is established in accordance with this Charter and section 53 of the Act through resolution of Council.

3. Authority

The Audit and Risk Committee acts in an advisory capacity to the Council only and reports directly to the Council. The Committee is directly responsible to Council for discharging its responsibilities as set out in this Charter.

To empower the Committee to discharge these responsibilities, Council authorises the Committee to:

- a. Provide advice and make recommendations to Council on matters within the Committee's areas of responsibility.
- b. Review key documents and reports that must be approved by the Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment.
- c. Review and recommend to the Council, for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers Council's strategic risks and allocated budget for the internal audit plan.
- d. Review and approve proposed scopes for each review in the annual internal audit plan.
- e. Meet solely with the internal auditor at least once per year without management present.
- f. Meet solely with the external auditor at least once per year without management present.
- g. Request, through the Chief Executive Officer (CEO), appropriate management support to enable the Committee to discharge its responsibilities effectively.
- h. Request, through the CEO, the attendance of Council Officers at meetings, and request the attendance of internal audit, external audit or other assurance providers, where appropriate.
- i. Request, through the CEO, or recommend directly to the Council, the appointment of relevant independent experts where the Committee considers that it is necessary in order to execute its responsibilities.

Pursuant to section 53(2) of the Act, the Committee does not have and, therefore, cannot exercise any executive powers, or management functions. The Committee does not have any delegated financial responsibility.

The functions and responsibilities of the Committee are set out in this Charter. Where any request is made to Officers by the Committee, that falls outside of the provisions of this Charter, these will be assessed at the discretion of the CEO.

4. Role of the Committee

The Committee's functions and responsibilities, as dictated by section 54(2) of the Act, are to:

- (a) *monitor the compliance of Council policies and procedures with—*
 - (i) *the overarching governance principles; and*
 - (ii) *the Act and the regulations, and any Ministerial directions;*
- (b) *monitor Council financial and performance reporting;*
- (c) *monitor and provide advice on risk management and fraud prevention systems and controls;*
- (d) *oversee internal and external audit functions.*

The Committee must adopt an annual work plan to outline how the above listed activities will be achieved.

5. Responsibilities

5.1 Legislative Compliance

Council Policies

- Monitor and assess Council policies and/or procedures when reviewed by officers or as required to ensure alignment with the overarching governance principles, the Local Government Act 2020, associated regulations and Ministerial directions, and other applicable legislative obligations, prior to the adoption by Council when appropriate.
- From time to time provide insight into Council policies/procedures within areas of collective expertise.
- Where any change to legislation is made, review any relevant or effected policy for legislative compliance with the Act or Ministerial direction.
- Review the CEO Employment Matters Policy and Terms of Reference for the CEO Employment Matters Advisory Committee every three years and monitor compliance with the Act.

Financial Policies

- Consider recent developments in accounting principles or reporting practices that may affect Council, and assess any subsequent adaptations made to Council policies.
- Assess Council's accounting policies against the financial management principles (section.101 of the Act).
- Intermittently review the Council's Investment Policy.

5.2 Financial Management (including Performance Reporting)

Monitor Council's financial and performance reporting:

- Review the annual financial statements and annual performance statement and make any recommendations to Council concerning their adoption.
- Review Council's financial position via the receipt of a quarterly financial report.
- Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.
- Receive details of all Councillor and delegated Committee member reimbursements per section 40(2) of the Act.
- Receive details of CEO reimbursements.
- Review and monitor any financial risks, including current and future liabilities, any beneficial enterprises of Council, and any litigation, claim or contingency which could have a material effect on Council's financial position or operating result.
- Review accounting issues including asset revaluation, impairment consideration, new standards application and other technical accounting issues.
- Report to Council on any material financial issues which the Committee agrees may require action.

5.3 External Audit

Oversee Council's external audit functions:

- Review the annual external audit plan.
- Review the external audit interim audit report.
- Review the results as reported in the external closing audit report, including any:
 - difficulties encountered;
 - complex and/or unusual transactions;
 - related-party transactions; and
 - judgmental areas for adjustments recommended by the external auditors, for example, those involving valuation of assets and liabilities; environmental liability and other commitments and contingencies.
- Review the appropriateness, timeliness and effectiveness of the management comments made in response to any external auditor recommendations.
- Report to Council any significant issues identified upon completion of review and discussion with management and external auditors regarding the external audit report.
- Sight representation letters signed by management, considering their completeness and the appropriateness of information provided.
- Review the external auditor's performance.
- Maintain an awareness of local government performance audits undertaken by the Victorian Auditor-General's Office, ensuring Council has assessed any relevant recommendations and actioned accordingly (if required).
- At least annually, meet with the external auditor in an "in-camera" session, without management present.

5.4 Risk Management (including Business Continuity)

Monitor and provide advice on risk management:

- Review Council's Risk Appetite Statement, Risk Management Framework and Enterprise Risk Register, including management's assessment of Council's risks.
- Review the processes for identifying, assessing and managing strategic and enterprise risks, including the development and implementation of appropriate treatment plans.
- Monitor the appropriateness and effectiveness of Council's business continuity plans.
- Review Council's business continuity and disaster recovery planning arrangements, including whether plans are regularly updated and tested.
- Receive reports from management, including management responses, on the findings of any examinations by regulatory or integrity agencies related to investigations relevant to Council or operations of Council, such as the Victorian Ombudsman, Independent Broad-based Anti-Corruption Commission, and Victorian Local Government Inspectorate. Where action by management is required, monitor progress.

5.5 Internal Controls (including Fraud Controls)

Monitor and provide advice on internal controls, including fraud prevention and detection systems and controls:

- Consider the effectiveness of internal controls for the security of information technology systems and applications and digital data.
- Review the effectiveness of established controls in preventing or mitigating fraud or corruption, and any fraud and corruption policies.
- Review the compliance framework and assess its effectiveness in achieving legislative compliance.
- Review results and frequency of any control tests conducted relevant to cyber security, fraud and legislative compliance.
- Determine whether security, fraud and compliance systems and controls are reviewed regularly and updated where required.
- Review any significant changes to security, fraud and compliance systems and controls to assess whether those changes significantly impact Council's risk profile.
- Assess whether the control environment is consistent with the overarching governance principles.
- Review Council's gifts, benefits and hospitality register.

5.6 Internal Audit

Oversee Council's internal audit functions:

- Work with management to make recommendations to Council on the appointment of the internal auditor.
- Review, make recommendations and recommend to the Council for approval of the draft three-year internal audit plan.
- Review the three year internal audit plan annually to ensure it remains current to the needs of the organisation.
- Review progress on the annual internal audit program.
- Review all internal audit reports, including management responses, and advise Council of and make any associated recommendations on any significant issues identified.
- Monitor action and progress taken by management on audit recommendations and the agreed management responses.
- Assess the effectiveness of the internal audit function annually through the results of an internal audit survey administered by the internal auditors.
- At least once annually, meet with the internal auditor in an "in-camera" session, without management present.
- Work with the internal auditor and management to resolve any disagreements with respect to internal audit findings and recommendations and responses provided by management.

5.7 Committee

- Complete an annual self-assessment of committee performance against the Audit and Risk Committee Charter and provide a copy of the assessment to the CEO for tabling at the next Council meeting.
- Review the Audit and Risk Committee Charter and recommend for Council adoption annually.
- Review and adopt a work plan annually.
- Prepare a biannual audit and risk report to the Council on the recommendations and activities of the Committee, with administrative support from Council Officers.

Where the Committee makes recommendations that are proposed to be addressed by Council with more immediacy than the biannual report will allow for, the meeting minutes, or a specific report addressing the recommendation/s made by the Committee will be drafted by Officers under the direction of the Chair and submitted to the next practicable Council Meeting for debate and decision.

6. Membership

Appointment to the Committee will be in accordance section 53 of the Act.

In accordance with section 53(3) of the Act, the Audit and Risk Committee will consist of:

- Two Councillors members; and
- A minimum of three, but up to four suitably qualified independent external members.

Council's Gender Equality and Diversity Plan will be considered as part of the recruitment of independent external members.

In accordance with section 53(4) of the Act, no member of Council staff is eligible for appointment to the Committee. The CEO, General Manager Strategy and Effectiveness and Council's internal auditors are not members but may attend meetings in an advisory capacity.

Council's external auditors will be invited to attend meetings at least twice annually in an advisory capacity.

7. External Independent Member Qualifications

The evaluation of potential external independent members will be undertaken by a selection panel including the CEO (or their delegate), the Committee Chair and one nominated Councillor member of the Committee

The panel will take into account the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills. A recommendation for appointment will then be made by the selection panel to Council.

The following key attributes are required when appointing external independent members:

Individuals should have:

- Senior business or financial management/reporting knowledge and experience.
- High levels of financial literacy.
- An understanding of corporate risk management, and risk management practices including treatments, mitigations and controls.
- Knowledge of Council's operations and the environment in which it operates.
- Strong communication skills.
- High levels of personal integrity and ethics.
- Sufficient time available to devote to executing responsibilities.

The Committee should collectively have:

- Expertise in financial management and risk.
- Experience in public sector management.

8. Term of Office

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Any proposal to extend or reappoint an external independent member beyond the initial four year term will be done with consideration of the member's performance over their first term.

Terms of appointment for each individual external independent member will be determined by Council resolution.

Councillor representatives are appointed by Council annually for a term of one year.

9. Appointment of the Chair

Pursuant to section 53(4) of the Act, the Chair of the Committee must not be a Councillor of the Council. The Committee will recommend the appointment of the Chair to Council. Only Council can formally appoint the Chair, which will be subject to a resolution at a Council Meeting.

The Chair of the Committee shall be appointed annually for a maximum period of two years, with the maximum total length of appointment being no more than four years, unless resolved by Council.

10. Insurance and Indemnity

Council must indemnify and keep indemnified each external independent member of the Committee, exercising any function or power on behalf of a Council against all actions or claims (whether arising during or after the term of office or employment of that Councillor or member) in respect of any act or thing done or omitted to be done in good faith in the exercise or purported exercise of any function or power conferred on the Committee or member of the Committee under this Charter or relevant legislation. Council's insurance policies shall cover members of the Committee while engaged in the business of the Committee.

11. Role of the Chair

The role of the Committee Chair includes:

- Participating in the assessment panel for the recruitment of external independent members.
- Assisting in determining the agenda for Committee meetings.
- Chairing meetings.
- Preparation of a biannual audit and risk report that is to be provided to the CEO for tabling at the next practicable Council meeting. The report must describe the activities of the Committee and include its findings and recommendations.
- Circulating the annual self-assessment, and collating and sharing the results with Committee members and with the CEO for tabling at the next practicable Council meeting.

The Chair shall have a casting vote on occasions where there is an equal tally of votes on a matter.

12. Quorum

At least three members of the Committee are in attendance, two of whom are external independent members and one Councillor member. Councillor members to have a proxy if required.

13. Meetings

Meetings are to be held in accordance with Chapter 2, Part 4, section 3 of the Governance Rules of the Council.

A minimum of five meetings are to be held each year in accordance with the approximate times listed below, with each of these meetings having a main focus: All meetings will be closed and not open to the public

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A schedule of meetings will be developed annually and agreed to by committee members. All committee members are expected to attend all meetings in person, although in special circumstances allowances may be made for attendance via video or teleconference in consultation with the Chair.

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Committee recommendations must be transparent and accountable to the Council to maintain the integrity of the Committee. Division 2 of Part 6 of the Act applies to independent members, as if the member were a member of a delegated Committee. An independent member has a conflict of interest if they have:

- a general conflict of interest within the meaning of section 127 of the Act
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External members should consider past employment, consultancy arrangements and related party issues in making these declarations and the Council, in consultation with the Chair, should be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

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To facilitate the management of conflicts of interests, members are required to complete initial and biannual personal interests returns as prescribed in the *Local Government Act 2020* and associated Regulations, with the exception that member's returns will not be made available for public inspection. All returns must be lodged with the Chief Executive Officer by the prescribed due date.

16. Confidentiality

Committee members shall act in accordance with section 125 of the Act regarding confidential information. Committee members shall not directly or indirectly release or make available to any person any information relating to the work or discussions of the Audit & Risk Committee, including documentation that is or was in their possession. Any exception to this must be in accordance with section 125(2) or section 125(3) of the Act or must be agreed to by and in accordance with any terms stipulated by Surf Coast Shire Council.

17. Misuse of Position

Section 123 of the Act applies to independent members as if they were a member of a delegated Committee. The independent member must not intentionally misuse their position -

- to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or
- to cause, or attempt to cause, detriment to the Council or another person.

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Remuneration will be paid to external independent members and the Chair based on a fee for each meeting attended.

Amounts shall be payable in accordance with the Victorian Government Board Appointment and Remuneration Guidelines – Group B Organisation. The amount payable will be based on the maximum amount in accordance with Band 1 as follows:

- External Independent members shall receive 1.5 times the maximum amount per meeting in recognition of the time to attend and prepare for meetings.
- The Chairperson shall receive 2 times the maximum amount per meeting in recognition of their additional involvement and leadership of the Committee.

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The remuneration is recommended based on the ability for Surf Coast Shire Council to attract quality independent candidates for the committee.

19. Removal of a Member

In the event the Council proposes to remove an external independent member of the Committee, it must give four weeks written notice to the member of its intention to do so and provide that member with the opportunity to be heard if that member so requests via a written submission to the CEO. The Mayor, CEO and Committee Chair (if not the member subject to removal from the Committee) will consider the submission and may decide to meet with the member to further clarify issues raised in the submission prior to it being submitted to Council. The decision to remove the member will then be made by, and is at the discretion of, the Council.

APPENDIX 1 – Local Government Act 2020 Principles

<p>Section 9 Overarching Principles</p> <p>Governance</p>	<ul style="list-style-type: none"> a) Council decisions are to be made and actions taken in accordance with the relevant law; b) priority is to be given to achieving the best outcomes for the municipal community, including future generations; c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; d) the municipal community is to be engaged in strategic planning and strategic decision making; e) innovation and continuous improvement is to be pursued; f) collaboration with other Councils and Governments and statutory bodies is to be sought; g) the ongoing financial viability of the Council is to be ensured; h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making; i) the transparency of Council decisions, actions and information is to be ensured.
<p>Section 101 Financial Principles</p> <p>Management</p>	<ul style="list-style-type: none"> a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans; b) financial risks must be monitored and managed prudently having regard to economic circumstances; c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community; d) accounts and records that explain the financial operations and financial position of the Council must be kept. <p>For the purposes of the financial management principles, financial risk includes any risk relating to the following—</p> <ul style="list-style-type: none"> (a) the financial viability of the Council; (b) the management of current and future liabilities of the Council; (c) the beneficial enterprises of the Council.



Audit and Risk Committee Charter

Adopted by Council – XXX



DOCUMENT CONTROL	
Review Period	This Charter shall be reviewed at least every two years.

REVIEW HISTORY		
Version Number	Date Adopted	Reference Number
1	<u>27 April 2021</u>	<u>D21/62923</u>
2	<u>14 December 2021</u>	<u>D20/112411</u>
<u>3</u>	<u>December 2022</u>	<u>D23/173163</u>
3	<u>April 2024</u>	<u>D24/56998</u>
4	27 February 2025	D25/21663

This Audit and Risk Committee Charter will be formally reviewed by the Audit and Risk Committee every four years, in line with Council elections, and endorsed by the incoming Council within six months of the election. An interim review will occur at least every two years.

Acknowledgements

Surf Coast Shire Council acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Eastern Maar nation as the Traditional Owners of the lands we now call Surf Coast Shire. We pay our respects to their Elders past, present and emerging; and all other Aboriginal and Torres Strait Islander People who are part of our Surf Coast Shire community.



Table of Contents

1. Purpose	4
2. Establishment	4
3. Authority.....	4
4. Role of the Committee	5
5. Responsibilities	5
5.1 Legislative Compliance	5
5.2 Financial Management (including Performance Reporting)	5
5.3 External Audit.....	6
5.4 Risk Management (including Business Continuity)	6
5.5 Internal Controls (including Fraud Controls)	6
5.6 Internal Audit.....	7
5.7 Committee.....	7
6. Membership	7
7. Independent Member Qualifications	7
8. Term of Office	8
9. Appointment of the Chair.....	8
10. Role of the Chair	8
11. Quorum	8
12. Meetings	9
13. Conflict of Interest	9
14. Personal Interests Returns	10
15. Confidentiality.....	10
16. Misuse of Position	10
17. Remuneration	10
18. Removal of a Member	10



1. Purpose

In accordance with section 53(1) of the *Local Government Act 2020* (the Act), Council must establish an Audit and Risk Committee (the Committee). Pursuant to section 54(2) of the Act, this Charter specifies the functions and responsibilities of the Committee.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, risk management and internal control practices. This serves to provide Council with confidence in the integrity of these practices.

2. Establishment

The Audit and Risk Committee has been established under Section 53 of the *Local Government Act 2020*.

Membership is established in accordance with this Charter and section 53 of the Act through resolution of Council.

3. Authority

The Audit and Risk Committee acts in an advisory capacity to the Council only and reports directly to the Council.

The Committee is directly responsible to Council for discharging its responsibilities as set out in this Charter.

To empower the Committee to discharge these responsibilities, Council authorises the Committee to:

- a. Provide advice and make recommendations to Council on matters within the Committee's areas of responsibility.
- b. Review key documents and reports that must be approved by the Council, including annual financial reports, annual performance statements, new or revised policies and other documents that assist in maintaining a strong internal control environment.
- c. Review and recommend to the Council, for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers Council's strategic risks and allocated budget for the internal audit plan.
- d. Review and approve proposed scopes for each review in the annual internal audit plan.
- e. Meet solely with the ~~i~~Internal ~~A~~auditor at least ~~twice~~ once per year without management present.
- f. Meet solely with the ~~e~~External ~~a~~Auditor at least once per year without management present.
- g. Request, through the ~~Chief Executive Officer (CEO)~~ CEO, appropriate management support to enable the Committee to discharge its responsibilities effectively.
- h. Request, through the CEO, the attendance of Council Officers at meetings, and request the attendance of internal audit, external audit or other assurance providers, where appropriate.
- ~~a-i.~~ Request, through the CEO, or recommend directly to the Council, the appointment of relevant independent experts where the Committee considers that it is necessary in order to execute its responsibilities.

Pursuant to section 53(2) of the Act, the Committee does not have and, therefore, cannot exercise any executive powers, or management functions. The Committee does not have any delegated financial responsibility.



The ~~scope~~, functions and responsibilities of the Committee are set out in this Charter. ~~Where~~ Any request ~~is~~ made to Officers by the Committee, that falls outside of the ~~express~~ provisions of this Charter, ~~these~~ will be assessed at the discretion of the ~~Chief Executive Officer~~ (CEO).



4. Role of the Committee

The Committee's functions and responsibilities, as dictated by section 54(2) of the Act, are to:

- (a) *monitor the compliance of Council policies and procedures with—*
 - (i) *the overarching governance principles; and*
 - (ii) *the Act and the regulations, and any Ministerial directions;*
- (b) *monitor Council financial and performance reporting;*
- (c) *monitor and provide advice on risk management and fraud prevention systems and controls;*
- (d) *oversee internal and external audit functions.*

The Committee must adopt an annual work plan to outline how the above listed activities will be achieved.

5. Responsibilities

5.1 Legislative Compliance

Council Policies

- ~~Monitor and assess Where a relevant Council policyies and/or /procedurprocedures when reviewed by officers or as required e has recently been reviewed by officersto ensure, assess it against- alignment with the overarching governance principles, the Local Government Act 2020, associated regulations and any other Act or and Ministerial directions, and other applicable legislative obligations, prior to the adoption by Council when appropriate. Where a relevant Council policy/procedure has recently been reviewed by Officers, assess it against the overarching governance principles, the Local Government Act 2020 and any other Act or Ministerial direction to monitor compliance prior to its presentation to the Council.~~
- From time to time provide insight into Council policies/procedures within areas of collective expertise.
- Where any change to legislation is made, review any relevant or effected policy for legislative compliance with the Act or Ministerial direction.
- Review the CEO Employment Matters Policy and Terms of Reference for the CEO Employment Matters Advisory Committee every three years and monitor compliance with the Act.

Financial Policies

- Consider recent developments in accounting principles or reporting practices that may affect Council, and assess any subsequent adaptations made to Council policies.
- Assess Council's accounting policies against the financial management principles ([section](#). 101 of the Act).
- Intermittently review the Council's Investment Policy.

5.2 Financial Management (including Performance Reporting)

Monitor Council's financial and performance reporting:

- Review the annual financial statements and annual performance statement and make any recommendations to Council concerning their adoption.
- Review Council's financial position via the receipt of a quarterly financial report.
- Review the appropriateness of the format and content of periodic management financial reports and performance statements to Council as required.
- Receive details of all Councillor and delegated Committee member reimbursements per section 40(2) of the Act.
- Receive details of CEO reimbursements.
- Review and monitor any financial risks, including current and future liabilities, any beneficial enterprises of Council, and any litigation, claim or contingency which could have a material effect on Council's financial position or operating result.
- Review accounting issues including asset revaluation, impairment consideration, new standards application and other technical accounting issues.
- Report to Council on any material financial issues which the Committee agrees may require action.



5.3 External Audit

Oversee Council's external audit functions:

- Review the annual external audit plan.
- Review the external audit interim audit report.
- Review the results as reported in the external closing audit report, including any:
 - difficulties encountered;
 - complex and/or unusual transactions;
 - related-party transactions; and
 - judgmental areas for adjustments recommended by the external auditors, for example, those involving valuation of assets and liabilities; environmental liability and other commitments and contingencies.
- Review the appropriateness, timeliness and effectiveness of the management comments made in response to any external auditor recommendations.
- Report to Council any significant issues identified upon completion of review and discussion with management and external auditors regarding the external audit report.
- Sight representation letters signed by management, considering their completeness and the appropriateness of information provided.
- Review the external auditor's performance.
- Maintain an awareness of local government performance audits undertaken by the Victorian Auditor-General's Office VAGO, ensuring Council ~~have~~ has assessed any relevant recommendations and actioned accordingly (if required).
- At least annually, meet with the external auditor in an "in-camera" session, without management present.

5.4 Risk Management (including Business Continuity)

Monitor and provide advice on risk management:

- Review Council's ~~R~~isk ~~a~~ppetite ~~s~~tatement, ~~r~~isk ~~m~~anagement ~~f~~ramework and ~~E~~nterprise ~~r~~isk ~~r~~egister, including management's assessment of Council's risks.
- Review the ~~process/~~processes for ~~effective—identifying, assessing and managing identification of—~~strategic and ~~operational—enterprise~~ risks, ~~including and the processes for assessment,~~ development and implementation of appropriate treatment plans.
- ~~Monitor~~ Review the appropriateness and effectiveness of Council's business continuity plans.
- Review ~~Council's the approach to—~~business continuity ~~and disaster recovery planning~~ arrangements, including whether ~~business continuity and disaster recovery~~ plans ~~have—~~are ~~been~~ regularly updated and tested.
- Receive reports from management, including management responses, on the findings of any examinations by regulatory or integrity agencies related to investigations relevant to Council or operations of Council, such as the Victorian Ombudsman, IBAC Independent Broad-based Anti-Corruption Commission, and Victorian Local Government Inspectorate. Where action by management is required, monitor progress.

5.5 Internal Controls (including Fraud Controls)

Monitor and provide advice on internal controls, including fraud prevention and detection systems and controls:

- Consider the effectiveness of internal controls for the security of information technology systems and applications and digital data.
- Review the effectiveness of established ~~fraud—~~controls in preventing or mitigating fraud ~~or corruption~~, and any fraud and corruption policies.
- Review the compliance framework and assess its effectiveness in achieving legislative compliance.
- Review results and frequency of any control tests conducted relevant to cyber security, fraud and legislative compliance.
- Determine whether security, fraud and compliance systems and controls are reviewed regularly and updated where required.
- Review any significant changes to security, fraud and compliance systems and controls to assess whether those changes significantly impact Council's risk profile.
- Assess whether the control environment is consistent with the overarching governance principles.



- Review Council's gifts, benefits and hospitality register.



5.6 Internal Audit

Oversee Council's internal audit functions:

- ~~Review and endorse the Internal Audit Charter.~~
- Work with management to make recommendations to Council on the appointment of the internal auditor.
- Review, make recommendations and recommend to the Council for approval of the draft three-year internal audit plan.
- Review the three year internal audit plan annually to ensure it remains current to the needs of the organisation.
- Review progress on the annual internal audit program.
- Review all internal audit reports, including management responses, and advise Council of and make any associated recommendations on any significant issues identified.
- Monitor action and progress taken by management on audit recommendations and the agreed management responses.
- ~~Review-Assess~~ the effectiveness of the internal audit function annually through the results of an internal audit survey administered by the internal auditors.
- At least ~~twice-once~~ annually, meet with the internal auditor in an "in-camera" session, without management present.
- Work with the internal auditor and management to resolve any disagreements with respect to internal audit findings and recommendations and responses provided by management.
-

5.7 Committee

- Complete an annual self-assessment of committee performance against the Audit and Risk Committee Charter and provide a copy of the assessment to the CEO for tabling at the next Council meeting.
- Review the Audit and Risk Committee Charter and recommend for Council adoption annually.
- Review and adopt a work plan annually.
- ~~Complete-Prepare~~ a biannual audit and risk report to the Council on the recommendations and activities of the Committee, with administrative support from Council Officers.

Where the Committee makes recommendations that are proposed to be addressed by Council with more immediacy than the biannual report will allow for, the meeting minutes, or a specific report addressing the recommendation/s made by the Committee will be drafted by Officers under the direction of the ~~Committee~~ Chair and submitted to the next practicable Council Meeting for debate and decision.

6. Membership

Appointment to the Committee will be in accordance section 53 of the Act.

In accordance with section 53(3) of the Act, the Audit and Risk Committee will consist of:

- Two Councillors members; and
- A minimum of three, but up to four suitably qualified independent external members.

Council's Gender Equality and Diversity Plan will be considered as part of ~~membership-the~~ recruitment of independent external members.

In accordance with section 53(4) of the Act, no member of Council staff is eligible for appointment to the Committee. The CEO, General Manager Strategy and Effectiveness and Council's internal auditors are not members but may attend meetings in an advisory capacity.

Council's external auditors will be invited to attend meetings at least twice annually in an advisory capacity.

7. External Independent Member Qualifications

The evaluation of potential external independent members will be undertaken by a selection panel
Audit and Risk Committee Charter



including the CEO (or their delegate), the Committee Chair and one nominated Councillor member of the Committee

~~and two Councillor representatives.~~ The panel will take into account the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills. A recommendation for appointment will then be made by the selection panel to Council.



The following key attributes are required when appointing external independent members:

Individuals should have:

- Senior business or financial management/reporting knowledge and experience.
- High levels of financial literacy.
- An understanding of corporate risk management, and risk management practices including treatments, mitigations and controls.
- Knowledge of Council's operations and the environment in which it operates.
- Strong communication skills.
- High levels of personal integrity and ethics.
- Sufficient time available to devote to executing responsibilities.

The Committee should collectively have:

- Expertise in financial management and risk.
- Experience in public sector management.

8. Term of Office

Appointment of external independent members shall be for a maximum single term of four years, with the maximum total length of appointment being no more than two terms or eight years.

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The role of the Committee Chair includes:

- Participating in the assessment panel for the recruitment of external independent members.
- Assisting in determining the agenda for Committee meetings.
- Chairing meetings ~~of the Committee in accordance with the meeting agenda.~~
- Preparation of a biannual audit and risk report that is to be provided to the CEO for tabling at the next practicable Council meeting. The report must describe the activities of the **Audit and Risk** Committee and include its findings and recommendations.
- Circulating the annual self-assessment, and collating and sharing the results with Committee members and with the CEO for tabling at the next practicable Council meeting.

Audit and Risk Committee Charter

1



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<u>November</u>	<u>Annual Committee self-assessment</u> <u>Audit and Risk Committee Charter review</u> <u>Adopt Annual Work Plan</u> <u>Review Internal Controls.</u>

~~March: Risk Management, Business Continuity Plan, and External Audit Plan.~~

~~May: Strategic Internal Audit Plan and Audit Program, External Audit Interim Audit Report.~~

~~July: Policies and Internal Audit progress.~~

~~September: Financial Statements and Performance Statement, and External Audit Report.~~

~~November: Annual Committee self-assessment, Audit and Risk Committee Charter review, adopt Annual Work Plan and review Internal Controls.~~

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- a general conflict of interest within the meaning of section 127 of the Act
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External members should consider past employment, consultancy arrangements and related party
Audit and Risk Committee Charter



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If a conflict of interest exists, it must be declared and managed. Committee members are required to declare any conflict of interest in accordance with the Governance Rules of the Council.

At the beginning of each committee meeting, members are required to declare any conflict of interest that may apply to specific matters on the meeting agenda. Where a conflict is declared, the member will be excused from the meeting for the duration of the committee's consideration of the relevant agenda item(s). Details of any declared conflict of interest will be appropriately recorded in the minutes.



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To facilitate the management of conflicts of interests, members are required to complete initial and biannual personal interests returns as prescribed in the *Local Government Act 2020* and associated Regulations, with the exception that member's returns will not be made available for public inspection. All ~~interests~~ returns must be lodged with the Chief Executive Officer by the prescribed due date.

15.16. Confidentiality

Committee members shall act in accordance with section 125 of the Act regarding confidential information. Committee members shall not directly or indirectly release or make available to any person any information relating to the work or discussions of the Audit & Risk Committee, including documentation that is or was in their possession. Any exception to this must be in accordance with section 125(2) or section 125(3) of the Act or must be agreed to by and in accordance with any terms stipulated by Surf Coast Shire Council.

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Section 123 of the Act applies to independent members as if they were a member of a delegated Committee. The independent member must not intentionally misuse their position -

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- to cause, or attempt to cause, detriment to the Council or another person.

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Remuneration will be paid to external independent members and the Chair based on a fee for each meeting attended.

Amounts shall be payable in accordance with the Victorian Government Board Appointment and Remuneration Guidelines – Group B Organisation. The amount payable will be based on the maximum amount in accordance with Band 1 as follows:

- External Independent members shall receive 1.5 times the maximum amount per meeting in recognition of the time to attend and prepare for meetings.
- The Chairperson shall receive 2 times the maximum amount per meeting in recognition of their additional involvement and leadership of the Committee.

Annual increases shall be applied in September in accordance with revised amounts published in the Victorian Government Board Appointment and Remuneration Guidelines. The guidelines at the date of publication of this Charter are available at: <https://www.vic.gov.au/guidelines-appointment-remuneration>.

The remuneration is recommended based on the ability for Surf Coast Shire Council to attract quality independent candidates for the committee.

External members of the Committee will be offered remuneration for carrying out their duties.

The amount is to be set by Council following receipt of a report from management considering a review of remuneration levels across the sector and including recommendations for increase biennially.

18.19. Removal of a Member

In the event the Council proposes to remove an external independent member of the Committee, it must give four weeks written notice to the member of its intention to do so and provide that member with the opportunity to be heard if that member so requests via a written submission to the CEO. The Mayor, CEO and Committee Chair (if not the member subject to removal from the Committee) will consider the submission and may decide to meet with the member to further clarify issues raised in the submission prior to it being submitted to Council.



The decision to remove the member will then be made by, and is at the discretion of, the Council.



~~If the Council proposes to remove a member of the Committee, it must give written notice of its intention to do so and afford the member an opportunity to be heard by Council.~~



APPENDIX 1 – Local Government Act 2020 Principles

Section 9 Overarching Principles	Governance	<ul style="list-style-type: none"> a) Council decisions are to be made and actions taken in accordance with the relevant law; b) priority is to be given to achieving the best outcomes for the municipal community, including future generations; c) the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted; d) the municipal community is to be engaged in strategic planning and strategic decision making; e) innovation and continuous improvement is to be pursued; f) collaboration with other Councils and Governments and statutory bodies is to be sought; g) the ongoing financial viability of the Council is to be ensured; h) regional, state and national plans and policies are to be taken into account in strategic planning and decision making; i) the transparency of Council decisions, actions and information is to be ensured.
Section 101 Financial Principles	Management	<ul style="list-style-type: none"> a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans; b) financial risks must be monitored and managed prudently having regard to economic circumstances; c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community; d) accounts and records that explain the financial operations and financial position of the Council must be kept. <p>For the purposes of the financial management principles, financial risk includes any risk relating to the following—</p> <ul style="list-style-type: none"> (a) the financial viability of the Council; (b) the management of current and future liabilities of the Council; (c) the beneficial enterprises of the Council.

4.7 Anglesea Landfill Rehabilitation - Stage 4 Project

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Manager Environment and Sustainability
General Manager:	Chris Pike, General Manager Placemaking and Environment
Division:	Placemaking and Environment
Department:	Environment and Sustainability
Attachments:	Nil

Purpose

1. The purpose of this report is to seek Council's approval of additional budget to support planned works for the rehabilitation of Anglesea Landfill during 2025/26.

Recommendation

That Council:

1. Notes that rehabilitation of Anglesea Landfill is being delivered in stages, with works occurring this financial year and again in 2029/30–2030/31.
2. Notes that the current (Stage 4) project has required significant redesign, resulting in an additional cost of \$520,885 to be incurred in this financial year.
3. Notes that this redesign was necessary to maximise available airspace at the landfill while meeting EPA regulatory requirements.
4. Notes that bringing forward an area previously scheduled for Stage 5 rehabilitation works provides an opportunity to deliver these works more efficiently and reduce the extent of works required in 2029/30.
5. Notes that the inclusion of some Stage 5 works in the Stage 4 project requires \$493,222 to be allocated in this financial year with a reduction in estimated expenditure in 2029/30.
6. Notes that Stage 4 project planning has assumed inclusion of the Stage 5 works and deferring them would expose Council to project delays and sunk costs.
7. Allocates \$1,014,107 from the Waste Reserve to the Anglesea Landfill Rehabilitation Stage 4 Project to enable delivery in the current financial year.

Outcome

2. If Council accepts this recommendation, it will support the efficient delivery of the Anglesea Landfill rehabilitation and ensure the Stage 4 works can be completed.

Key Considerations

3. Council is currently delivering two landfill capping rehabilitation projects at Anglesea Landfill. Together, Stage 4 and Stage 5 represent the remaining rehabilitation obligations for the site, requiring the capping of approximately 53,000 m² of waste in total.
4. The original Stage 4 design, completed in 2023, did not maximise allowable waste levels, and presented a risk of the landfill reaching full capacity nine months earlier than expected. This resulted in an estimated \$500,000 loss of revenue to Council, and an additional \$240,000 in expenses for transport and disposal of waste at an alternate facility. Given Council expected to be \$740,000 better off if the maximum allowable waste levels were achieved, a decision was taken to redesign the project and tender based on that improved design.

5. This new design identified an opportunity to bring forward part of Stage 5 into Stage 4 to achieve construction efficiencies and reduce overall rehabilitation costs for Council. The revised Stage 4 design brings forward approximately 4,000 m² of the Stage 5 capping area, increasing the Stage 4 footprint by roughly 30%, from 13,000 m² to approximately 17,000 m².
6. The updated design has resulted in \$1,014,107 in cost increases for Stage 4, to be incurred in 2025/26. This is composed of:
 - 6.1. Redesign requirements for Stage 4 resulting in the inclusion of additional capping area in the project scope and leading to project delays and material cost escalations. These costs are beyond the contingency allowance allocated in the project budget and require \$520,885 additional funding to be allocated from the Waste Reserve.
 - 6.2. Delivering the bring-forward works requires \$493,222 of funding to be shifted from 2029/30 into the 2025/26 financial year to secure cost efficiencies and minimise long-term risk.
7. The Waste Reserve is the appropriate funding source for landfill rehabilitation projects.

Background

8. Due to the risk of harm to the environment and people, waste management is a highly regulated industry. The cost of compliance has risen significantly in the last 10 years.
9. Council manages the Anglesea Landfill as a series of engineered cells. Since 1974, operations have progressively filled multiple waste cells. The current active cell is the final cell available within the approved landfill site.
10. The timeframe for the final active cell at Anglesea Landfill to reach full capacity depends on the volume of waste received each year and the remaining available airspace.
11. The annual volume of waste received at Anglesea Landfill has been steadily decreasing over time, leading to adjustments and extensions to the forecast date for when the site will reach full capacity.
12. Current projections indicate the landfill will reach capacity around 2030.
13. Capping and rehabilitation of the Anglesea Landfill is a staged process, with each cell capped as it reaches capacity. This staged approach has been implemented throughout the operational life of the landfill.
14. Council is currently delivering two landfill capping rehabilitation projects, Stage 4 and Stage 5. Together, these two stages represent the remaining rehabilitation obligations for the site, with a total of 53,000m² of waste to be capped.
15. The Stage 4 design and construction project commenced in 2023 and was originally planned to cap a 13,000 m² area of waste. During the design phase, rework was required to address an issue with the initial design, which did not maximise the waste levels permissible under the EPA licence. The loss of airspace under the original Stage 4 design would have resulted in the landfill reaching capacity and closing approximately nine months earlier than previously estimated. It also had significant implications for the design surface levels and available airspace in the Stage 5 capping area, with flow-on

effects for overall landfill capacity, income, and the closure timeline. To resolve these issues, the project was retendered in 2024 and a revised design was developed.

16. The revised Stage 4 design identified additional area to be capped within Stage 4, as well as an opportunity to achieve cost efficiencies by bringing forward 4,000 m² of the Stage 5 capping area into the current Stage 4 scope, increasing the cap area by approximately 30% to 17,000 m².
17. The Stage 4 project is now entering the construction phase, with capping works scheduled for completion during the 2025/26 financial year.
18. Stage 5 rehabilitation design is underway and will provide a capping design for the remaining 36,000 m². Construction will occur following closure of the landfill, currently planned for 2029/30.

Options

19. **Alternative Option 1** – That Council does not approve additional funding for project delivery this financial year.

This option is not recommended as it would prevent Council from funding both the Stage 4 variation arising from additional material costs under our existing contract, and the Stage 5 elements proposed to be brought forward for efficiency. Without approval, Council would not have sufficient funds to meet the Stage 4 works program, resulting in financial and contractual impacts.

20. **Alternative Option 2** – That Council does not approve bringing forward part of Stage 5 to be delivered this financial year.

This option is not recommended as it would prevent Council from delivering the required rehabilitation works in the most cost-effective manner and would result in significant additional project delays and costs. As the approved Stage 4 cap design already incorporates the brought-forward capping area, choosing not to proceed with these works would necessitate substantial redesign to alter the EPA-approved Stage 4 capping design. Such changes would likely trigger the need to seek an amendment to the existing EPA approval, further delaying the project and increasing the risk and cost of achieving landfill rehabilitation compliance.

Financial Considerations

21. Council manages a Waste Reserve made up of funds from the kerbside Garbage Charge. The reserve funds Council's waste operations and projects.
22. The September 2025 Waste Reserve balance was \$5.9m. The projected balance of the Waste Reserve in 2030 is \$6.2m. This assumes delivery of a new Torquay Resource Recovery Centre in 2027/28.
23. Council's Long Term Financial Plan identifies a need to borrow \$7m in 2029/30 to fund completion of Stage 5 rehabilitation at the Anglesea Landfill.
24. The Anglesea Landfill Rehabilitation Stage 4 project has an original approved budget of \$3.18m.

25. The initial design completed for Stage 4 rehabilitation did not maximise the allowable levels permissible under the EPA licence. Council estimated a revenue loss of approximately \$500,000 due to the reduced airspace and would incur an additional \$240,000 of expenses for transport and disposal of waste at an alternative facility.
26. The project now requires approval of two distinct variations, with a combined total of \$1,014,107:
- 26.1. Variation due to redesign, procurement delay and material cost increases: Approval of this variation ensures Council can meet its statutory rehabilitation obligations and avoids further cost escalation and contractual issues if the works are further delayed.
 - 26.1.1. Additional funds required from the Waste Reserve for this variation total \$520,885.
 - 26.2. Variation due to bringing forward part of Stage 5 for efficiency gains: This variation relates to the identified opportunity to bring forward 4000 m² of the Stage 5 capping works into the current Stage 4 construction program. Integrating these works now provides cost and delivery efficiencies and enables some of the final rehabilitation activities to be completed at a lower overall cost. This approach reduces long-term project risk and delivers the best value for money for Council.
 - 26.2.1. A total of \$493,222 is required to be brought forward from 2029/30 into the 2025/26 financial year.
 - 26.2.2. At this point, Council has applied a conservative approach to the Waste Reserve model which has not realised any financial gains. A Stage 5 rehabilitation design project is currently underway, and refined estimates will be applied to the Waste Reserve once the project is complete.
27. The proposed amended budget for Stage 4 is \$4.19m.
28. Council has sufficient budget within the Waste Reserve to fund the proposed project variations. At this stage, it is anticipated that Council will require a loan of \$7m for Stage 5 rehabilitation in coming years.

Community Engagement

29. No community engagement was completed for this Council report. Council has provided high-level communications to the public for several years about the Anglesea Landfill approaching full capacity. Once Council has confirmed the closure date and timeframes, we will increase communication with the community and stakeholders.

Statutory / Legal / Policy Considerations

30. Landfill sites are governed by the *Environment Protection Act 2017*, State Government legislation that protects the environment in Victoria.
31. Rehabilitation of landfill sites must be in accordance with EPA standards and incorporate a site-specific engineered composite cap, gas collection system, stormwater management and vegetation.

32. A Gender and Equity Impact Assessment will be completed during the implementation planning stage for Anglesea Landfill closure.

Council Plan 2025-2029 Strategic Direction

33. **Climate and Environmental Leadership**

Council will ensure its own operations are adapted to climate and weather events and build and renew assets with future needs in mind. It will play a leadership role within the community and continue to advocate for more upfront investment in resilient assets and mitigation actions. Areas of environmental significance will be valued and a high priority placed on preservation and conservation.

High Performing Council

Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Strategic Risk

34. **Breadth and level of Council operations exceed Council's long term financial sustainability**

Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

35. Approving the proposed variation is the most cost-effective pathway available to Council. The rehabilitation works are mandatory, and further delay would expose Council to increasing costs through inflation, regulatory change and procurement risks. Approval of this variation enables Council to meet its statutory obligations, maximise the life of the landfill and minimise overall project expenditure.

Risk Rating

36. The risk rating is medium and can be managed at department level.

Sustainability Considerations

37. Monitoring the financial status of Anglesea Landfill rehabilitation projects and ensuring our program is cost efficient aligns with the Strategic Objective to ensure Council is financially viable over the longer term.

Conflict of Interest

38. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

39. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

40. The Anglesea Landfill rehabilitation plans were presented at the Audit and Risk Committee meeting on 26 November 2025.

Audit and Risk Committee Meeting Date: 26 November 2025

Councillor Briefings

41. This item was discussed at the following Councillor briefings prior to being presented to Council for consideration. Councillor attendance at each briefing was as follows:

Councillor Briefing Date: 2 December 2025

<i>Councillor name</i>	<i>In attendance (Y/N)</i>	<i>Councillor name</i>	<i>In attendance (Y/N)</i>
<i>Cr Paul Barker</i>	<i>Y</i>	<i>Cr Tony Phelps</i>	<i>Y</i>
<i>Cr Mike Bodsworth</i>	<i>Y</i>	<i>Cr Adrian Schonfelder</i>	<i>N</i>
<i>Cr Phoebe Crockett</i>	<i>Y</i>	<i>Cr Libby Stapleton</i>	<i>Y</i>
<i>Cr Joel Grist</i>	<i>Y</i>	<i>Cr Leon Walker</i>	<i>Y</i>
<i>Cr Liz Pattison</i>	<i>N</i>		

Councillor attendance at briefings is not a statutory requirement. Councillors are able to access and request information through a number of mechanisms to understand matters being presented at a Council Meeting.

4.8 Project Budget Adjustments and Cash Reserve Transfers - December 2025

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Management Accountant
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Finance
Attachments:	Nil

Purpose

1. This report contains proposed project budget adjustments and cash reserve transfers for Council approval. The report presents adjustments including existing projects requiring adjustment, project closures, new projects to be initiated, Chief Executive Officer (CEO) approved transfers under delegation or corrections to prior reports presented to Council.

Recommendation

That Council approves the project budget adjustments outlined in Tables 1 to 3 of this report, with the net changes to cash reserves summarised below:

Project Budget Adjustments	2025-26 Transfers From/(To) Funding Source \$
Reserve Funding Sources	
Adopted Strategy Reserve	225,000
Waste Reserve	(63,505)
Sub-total Reserve Funding Sources	161,495
Other Funding Sources	
Sub-total Other Funding Sources	
Total Project Budget Adjustments	161,495

Outcome

2. This report regularly brings decisions to Council about material changes to project budgets and provides visibility about CEO approved project changes. Material project budget transfers or new projects endorsed by the Executive Management Team which not yet approved by Council are presented for approval. This process ensures that Councillors decide on changes and are kept informed; whilst allowing for smooth project delivery. The report also provides transparency for the community.

Key Considerations

3. This report contributes to Council's financial management principles by recording the allocation and movement of project funds that may impact on current and future budgets.
4. This report contributes to public transparency by ensuring that the allocation and movement of project funds is made available to the community.

Background

5. The project budget adjustments presented in this report relate to the 2025-26 financial year. All figures in this report are exclusive of GST.
6. The following project adjustments, detailed in Table 1, are projects that require adjustments to their approved budgets to allow achievement of project scope and objectives, or there is a request to adjust project scope. The project adjustments in Table 1 have been endorsed by the Executive Management Team.

Table 1 - Projects Requiring Adjustment

Project Details	Basis for Variation	Project Allocation Increase / (Decrease) \$	Funding Source	Adjusted Project Budget \$
Nil				

The budget transfers, detailed in Table 2, are newly initiated projects and have been endorsed by the Executive Management Team.

Table 2 – New Projects

Project Details	Basis for Variation	Project Allocation \$	Funding Source	Proposed Project Budget \$
<p>Project Name Torquay Town Centre & Baines Cres Precinct Facilitation Program</p> <p>Project Description The program is an amalgamation of several related projects required to be undertaken to catalyse new commercial and residential investment, job creation and public realm improvements. This includes re zoning, detailed design and costing of agreed capital works, development of a place plan for Baines Crescent, discussions with key landowners. Use of Council owned land.</p>	<p>A recent funding application was not successful. Given the significance of this program of works and the need to progress key projects associated with the precincts it is proposed the Torquay Town Centre and Baines Cres precinct program of projects proceed using the Adopted Strategy Implementation Reserve funds without leveraging grant funds. Work will include completion of an initial market sounding, preparing for precinct/ place plan for Baines Cres, resource to coordinate required planning work (re zone) and overall program management. Discussions will also take place with private landowners regarding financial contributions towards distinct projects (re zone).</p>	225,000	Adopted Strategy Implementation Reserve	225,000

Project closures detailed in Table 3 have been endorsed at an Executive Management Team meeting.

Table 3 – Closed Projects

Project Details	Project Outcome	Project Allocation Increase / (Decrease) \$	Funds Returned to Source	Total Project Expenditure \$
Project Name Anglesea Landfill Shed Replacement Current Budget \$347,000 Waste Reserve	Replacement of mattress/storage shed at Anglesea Landfill Transfer Station. New shed with increased height has been completed to the operators' requirements along with power upgrades and approach ramp.	(63,505)	Waste Reserve	283,695
Project Name Human Resources Information System Current Budget \$80,000 Council Funded \$80,000	Replacement of Human Resources Information System. The new software has a number of modules, including staff performance management and recruitment. The benefits of the new system include more in-depth reporting, improved applicant experience, centralised data for monitoring and reporting on key measures. It has also resulted in time savings due to more efficient processes.	0	N/A	80,000

Project Details	Project Outcome	Project Allocation Increase / (Decrease) \$	Funds Returned to Source	Total Project Expenditure \$
Project Name Great Ocean Road Women's Surf Festival Lorne Current Budget \$37,500 Australian Sports Commission Federal Grant \$37,500	The Great Ocean Road Women's Surf Festival was held in Lorne. Council received the grant in partnership with Surfing VIC who owned and delivered the event. The event was in its inaugural year and aimed at driving female participation and awareness in surfing. The event attracted five hundred participants and engaged a number of Lorne businesses. The festival is now a sustainable event and no longer needs Surf Coast's assistance in applying for federal grants.	0	N/A	37,500

Table 4 – Future Cash Fund Reserve Movements

Future Cash Fund Reserve	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Opening Balance	12,301	14,414	12,331	9,044
Budgeted Annual Surplus/(Deficit)	2,140	(1,893)	(3,098)	(1,553)
Transfer for Project Funding	-	(190)	(190)	(190)
Net Allocations During Year (From)/To	(27)	-	-	-
New Allocations Proposed (From)/To	-	-	-	-
Closing Balance *	14,414	12,331	9,044	7,301

Future Cash Fund Reserve	2025-26 \$'000
Net Allocations During Year (From)/To	
Major Event Support - Cadel Evans Great Ocean Road Race (March 2025 Council Resolution)	(27)
Net Allocations (From)/To	(27)
New Allocations Proposed (From)/To	
Nil	-
Total New Net Allocations (From)/To	-

*Note: Includes budgeted annual surplus/(deficit) as per Adopted Budget 2025-26.

Options

7. **Alternative Option 1** – Not approve transfers as recommended.

This option is not recommended by officers because transfers are necessary to allow ongoing delivery and closure of projects that have been through a series of governance checks.

Council Plan 2025-2029 Strategic Direction

8. **High Performing Council**

Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Financial Considerations

9. This report contributes to Council's financial management principles by recording the allocations and movements of project funds that may impact on the budget, current and future, and the achievement the Council Plan strategies and objectives.

Community Engagement

10. Community engagement was not undertaken on the content of this report. Many projects are subject to community engagement on scope and project completion is regularly communicated to community members involved in projects and the wider community. This report contributes to public transparency by ensuring that the allocation and movement of project funds is made available to the community.

Statutory / Legal / Policy Considerations

11. Under the *Local Government Act 2020*, this report contributes to:
- 11.1. Financial viability by ensuring Council approves and is well informed about the allocation and movement of project funds to achieve the best outcomes for the municipal community;
 - 11.2. Transparency by ensuring that the allocation and movement of project funds is made available to the community;
 - 11.3. Financial management principles by recording the allocation and movement of project funds that may impact on the budget, current and future; and
 - 11.4. Performance for project delivery by considering the allocation and movement of project funds for successful project outcomes.

Strategic Risk

12. Failure to deliver outcomes in line with community needs
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

Risk Rating

13. Risk rating is low and can be managed at department level.

Risk Assessment

14. If Council did not receive this report, this would risk public transparency and potentially reduce the financial rigour applied to managing projects.
15. Decisions in this report support project delivery and the implementation of the Council Plan (including Health and Wellbeing Plan).

Conflict of Interest

16. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

17. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020* (Vic).

Transparency

Audit and Risk Committee involvement

18. This report is not within the scope of matters considered by the Audit and Risk Committee.

Councillor Briefings

19. This item was not discussed at a Councillor briefing.

4.9 Instrument of Appointment and Authorisation - Planning and Environment Act 1987

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Acting Coordinator Governance and Council Business
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Integrity and Governance
Attachments:	<ol style="list-style-type: none">1. 2025-12-09 - S11 Authorisation - (Planning and Environment Act 1987) - Clean Copy [4.9.1 - 1 page]2. 2025-12-09 - S11 Authorisation - (Planning and Environment Act 1987) - Tracked Changes [4.9.2 - 2 pages]

Purpose

1. The purpose of this report is to seek Council's appointment of authorised officers under the *Planning & Environment Act 1987* through the updated Instrument of Appointment and Authorisation (the instrument). This instrument requires updating due to recent staff changes.

Recommendation

That Council:

1. Approves the Instrument of Appointment and Authorisation appointing the Council officers listed as authorised officers under the *Planning and Environment Act 1987* (**Attachment 1**);
2. Authorises the Chief Executive Officer to execute the instrument by affixing the common seal in accordance with Local Law No. 2 of 2020 Common Seal and Miscellaneous Penalties;
3. Notes that the instrument comes into force immediately upon execution and remains in force until Council determines to vary or revoke it; and
4. Notes that the previous Instrument of Appointment and Authorisation is revoked upon execution of the updated instrument.

Outcome

2. If Council accepts this recommendation, the updates identified in the instrument will be implemented. This will ensure that officers have the authority to carry out their roles within the legislated framework.

Key Considerations

3. Officers acting under the *Planning and Environment Act 1987* have authorisation for regulatory and enforcement work if required, as appropriate to their level of experience and qualifications.
4. The specific authorisations provided through this instrument include:
 - 4.1. Under 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

- 4.2. under section 313 of the *Local Government Act 2020*, authorisation generally to institute proceedings for offences against the Act and/or any regulations.
5. The attached instrument has been reviewed and updated to reflect recent staff changes which includes employees who have commenced in or acting in a role which requires to be under this instrument, employees who have ceased employment with the organisation or are now in a position that have transitioned or returned to roles that no longer require appointment under this instrument.

Background

6. Officers are appointed as authorised officers to exercise statutory powers under various Acts and regulations. Appointments of authorised officers are to individual staff members.
7. The power to appoint authorised officers under the *Planning and Environment Act 1987* cannot be delegated and must be done through a resolution of Council.

Options

- 8 **Alternative Option 1** – That Council does not approve the updated instrument of authorisation.

This option is not recommended by officers as it will prevent new officers from being able to properly carry out their roles and provide services and support to the community.

Financial Considerations

9. There are no financial implications arising from this report.

Community Engagement

- 10 Community engagement is not required when updating the Instrument of Appointment and Authorisation - *Planning and Environment Act 1987*.

Statutory / Legal / Policy Considerations

- 11 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.

Council Plan 2025-2029 Strategic Direction

- 12 **High Performing Council**
Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Strategic Risk

- 13 Failure to meet Council's governance and compliance obligations
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

- 14 By approving the Instrument of Appointment and Authorisation *Planning and Environment Act 1987* (**Attachment 1**), Council is mitigating the risks associated with officers not being properly authorised to carry out their roles as responsibilities. The risks mitigated include both legal and reputational risks.

Risk Rating

- 15 The risk rating associated with accepting the recommendation in this report is low and can be managed at department level.

Sustainability Considerations

- 16 There are no sustainability considerations associated with this report.

Conflict of Interest

- 17 No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

- 18 This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

- 19 This report is not within the scope of the Audit and Risk Committee.

Councillor Briefings

- 20 This item was not discussed at Councillor Briefings.



**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means –

Adrienne Golaboski	Kate Sullivan
Andrew Hewitt	Kristy Prothman
Anthony (Tony) Rolfs	Kyi Laing Aye
Barbara Peppard	Leah Protyniak
Ben Hynes	Leanne Rolfe
Ben Schmied	Mathew Mertuszka
Benjamin Lowe Jabornik	Melessia McMillan
Bianca Wilkin	Melinda (Mindy) Vardy
Chris Pike	Michelle Warren
David O'Connor	Nicole Van Velzan
David Priddle	Paul Elshaug
Ella Sjogren	Paul Russell
Emily Jolley	Paul Sarapuu
Emma Monteath	Rhiannan Glenister
Finn Tewson	Rhonda Gambetta
Foti Dimopoulos	Robyn Neville
Gabrielle O'Shea	Samantha Natt
Genevieve Cooper	Sandra Tomic
Guy Price	Sarah Farrer
Isabelle (Issy) Spinks	Shaun Barling
Jason Scammell	Susan Wlodarczyk
Jayde Whitten	Terrie Thomas
Jennifer Davidson	Tim Waller
Jordan Tartaglia	Travis Ferrari
Karen Campbell	Veronica Abbot

By this instrument of appointment and authorisation Surf Coast Shire Council -

- under section 147(4) of the *Planning and Environment Act 1987* - authorises the officers to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
- under section 313 of the *Local Government Act 2020* authorises the officers either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Surf Coast Shire Council pursuant to the Council resolution dated 9 December 2025.

*The COMMON SEAL of SURF COAST
SHIRE COUNCIL was affixed in the
presence of:*

.....
Chief Executive Officer

.....
Date

.....
Mayor/Deputy Mayor

.....
Date



**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means –

Adrienne Golaboski
Andrew Hewitt
Anthony (Tony) Rolfs
Barbara Peppard
Ben Hynes
Ben Schmied
Benjamin Lowe Jabornik
Bianca Wilkin
Chris Pike
David O'Connor
David Priddle
~~Dee Gomes~~
Ella Sjogren
Emily Jolley
Emma Monteath
Finn Tewson
Foti Dimopoulos
Gabrielle O'Shea
Genevieve Cooper
Guy Price
~~Isabelle (Issy) Spinks~~
Jason Scammell
Jayde Whitten
Jennifer Davidson
Jordan Tartaglia
Karen Campbell
Kate Sullivan

Kristy Prothman
Kyi Laing Aye
Leah Protyniak
Leanne Rolfe
Mathew Mertuszka
Melessia McMillan
Melinda (Mindy) Vardy
Michelle Warren
Nicole Van Velzan
Paul Elshaug
Paul Russell
Paul Sarapu
Rhiannan Glenister
Rhonda Gambetta
~~Robert Pitcher~~
Robyn Neville
Samantha Natt
Sandra Tomic
Sarah Farrer
Shaun Barling
Susan Wlodarczyk
Terrie Thomas
Tim Waller
Travis Ferrari
Veronica Abbot
~~William (Bill) Catheart~~

By this instrument of appointment and authorisation Surf Coast Shire Council -

1. under section 147(4) of the *Planning and Environment Act 1987* - authorises the officers to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under section 313 of the *Local Government Act 2020* authorises the officers either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Surf Coast Shire Council pursuant to the Council resolution dated ~~9 December~~~~23 September~~ 2025.

The COMMON SEAL of SURF COAST)
SHIRE COUNCIL was affixed in the)
presence of:)

.....
Chief Executive Officer

.....
Mayor/Deputy Mayor

Date

Date

4.10 Conflict of Interest Records

Council Plan	Strategic Direction - High Performing Council
Author's Title:	Acting Senior Governance Officer
General Manager:	Joanne McNeill, General Manager Strategy and Effectiveness
Division:	Strategy and Effectiveness
Department:	Integrity and Governance
Attachments:	<ol style="list-style-type: none">1. Conflict of Interest Record - CEO Employment Matter Committee - 24 September 2025 [4.10.1 - 1 page]2. Conflict of Interest Record - CEO Employment Matters Committee - 5 November 2025 [4.10.2 - 1 page]3. Conflict of Interest Record - Councillor Briefings - 25 November 2025 [4.10.3 - 1 page]4. Conflict of Interest Record - Councillor Briefings - 2 December 2025 [4.10.4 - 2 pages]

Purpose

1. The purpose of this report is to present conflict of interest records received since the previous Council meeting.
2. Conflict of interest records are required in accordance with the *Local Government Act 2020* (Act) and these records inform Council and the community if any conflicts of interest have been declared by Councillors at meetings held under the auspices of Council which are not Council meetings.

Recommendation

That Council notes the conflict of interest records as presented in **Attachments 1 to 4** for the following meetings:

1. Conflict of Interest Record – CEO Employment Matters Committee – 24 September 2025
2. Conflict of Interest Record – CEO Employment Matters Committee – 5 November 2025
3. Conflict of Interest Record – Councillor Briefings – 25 November 2025
4. Conflict of Interest Record – Councillor Briefings – 2 December 2025.

Outcome

3. This report promotes public transparency by disclosing any conflicts of interest declared by Councillors during meetings conducted under the auspices of Council.

Key Considerations

4. The Act outlines requirements for Councillors to declare and manage conflicts of interests. Councillors disclosing conflicts of interests and following the prescribed requirements promote transparency in decision-making.
5. The attached conflict of interest records are prepared in accordance with the Act and Council's Governance Rules. The Act outlines that the procedure for disclosing conflicts must be included within the Governance Rules and Chapter 3 of these Rules prescribes that a record of any meeting held under the auspices of Council must be kept and presented to the next possible Council meeting.

4.10 Conflict of Interest Records

6. Publication of these records is an important part of the overall management of conflicts of interest. By making these records publicly available, the community is made aware that interests are recorded and managed effectively. This helps Councillors perform their roles in a way that meets the requirements of legislation and is consistent with community expectation.

Background

7. Conflict of interest records are required to be presented to Council in accordance with the Act and Council's Governance Rules.
8. Council notes these conflict of interest records monthly. Declaring conflicts of interest helps Councillors comply with legal requirements and meet community expectation.
9. These records replace the previous requirement under the *Local Government Act 1989* to present an Assembly of Councillors to Council.

Options

10. **Alternative Option 1** – That Council does not note the conflict of interest records.

This option is not recommended by officers as it would mean Council is not compliant with legislation.

Financial Considerations

11. There are no financial considerations associated with presenting the conflict of interest records.

Community Engagement

12. Community engagement has not been undertaken as this report is a presentation of conflict of interest records.
13. Providing these records to the community provides information if any Councillor conflicts of interests are recorded.

Statutory / Legal / Policy Considerations

14. These records are published in accordance with section 131 of the Act.

Council Plan 2025-2029 Strategic Direction

15. **High Performing Council**
Council decisions are made based on evidence and with an emphasis on long term community benefit. Council is trusted and collaborative. It manages its finances prudently and works innovatively to deliver the best value. Revenue options carefully consider people's capacity to pay.

Strategic Risk

16. Failure to meet Council's governance and compliance obligations
Inherent Risk Rating - *Serious*, Residual Risk Rating - *Medium*

Risk Rating

17. Risk rating is low and can be managed at department level. Individual departments are responsible for completing these records, mitigating risks of non-compliance.

Sustainability Considerations

18. There are no sustainability considerations associated with this report.

Conflict of Interest

19. No officer declared a conflict of interest under the *Local Government Act 2020* in the preparation of this report.

Confidentiality

20. This report and attachments contain no confidential information under section 66(2) of the *Local Government Act 2020*.

Transparency

Audit and Risk Committee involvement

21. This report has not been presented to the Audit and Risk Committee.

Councillor Briefings

22. This item was not presented to a Councillor briefing.

File No F18/225-4
Trim Reference D25/179391



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules


Description of Meeting: CEO Employment Matters Committee
Responsible Officer: Joanne McNeill
Date: 24 September 2025
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Mike Bodsworth (Mayor)	✓	Chief Executive Officer – Robyn Seymour	✓
Cr. Rebecca Bourke	✓	Manager People and Culture – Roseta Jacobs	✓
Cr. Joel Grist	✓	Chair – Anne Marie Leslie	✓
Cr. Liz Pattison	✓		
Cr. Tony Phelps	✓		
Cr. Adrian Schonfelder	✓		
Cr. Libby Stapleton	✓		
Cr. Leon Walker	✓		

MEETING COMMENCED	1:30pm	MEETING CONCLUDED	2.50pm
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Matters considered at the meeting
Confidential – CEO Employment Matters Committee meeting, with all matters considered being within the scope of the Committee Charter and CEO Employment and Remuneration Policy.

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil.		

Responsible Officer Signature: 	Print Name: Joanne McNeill
To be completed on conclusion of session and provided to Governance Officer.	

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

- the names of all Councillors and members of Council staff attending;
- the matters considered;
- any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- reported at a meeting of the Council; and
- incorporated in the minutes of that Council meeting.

Auspices of the Council

Any meeting that is organised, sponsored or otherwise facilitated by the council should be treated as an 'auspiced' meeting. Council auspiced meetings may include, but are not limited to:

- regular councillor briefings or forums,
- other briefing meetings,
- committees other than a delegated or community asset committee (such as advisory committees),
- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

File No F18/225-4
Trim Reference D25/207579



Conflict of Interest Record Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules


Description of Meeting: CEO Employment Matters Committee
Responsible Officer: Joanne McNeill
Date: 5 November 2025
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Mike Bodsworth (Mayor)	✓	Chair – Anne Marie Leslie	✓
Cr. Paul Barker	✓	Manager People and Culture – Roseta Jacobs	✓
Cr. Joel Grist	X		
Cr. Liz Pattison	X		
Cr. Tony Phelps	✓		
Cr. Adrian Schonfelder	✓		
Cr. Libby Stapleton	✓		
Cr. Leon Walker	X		

MEETING COMMENCED	9.04am	MEETING CONCLUDED	9.38am
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Matters considered at the meeting
Confidential – CEO Employment Matters Committee meeting, with all matters considered being within the scope of the Committee Charter and CEO Employment and Remuneration Policy.

Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil.		

Responsible Officer Signature:  **Print Name: Joanne McNeill**

To be completed on conclusion of session and provided to Governance Officer.

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

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- any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

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- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

File No F18/225-7
Trim Reference Record Number



Conflict of Interest Record


Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: Agenda Clarification Time
Responsible Officer: Chief Executive Officer Robyn Seymour
Date: Tuesday 25 November 2025
In Attendance: Yes (✓) No (X)

Councillors		Officers	
Cr. Mike Bodsworth (Mayor)	✓	Chief Executive Officer – Robyn Seymour	✓
Cr. Paul Barker	X	General Manager Placemaking & Environment – Chris Pike	✓
Cr. Phoebe Crockett	✓	General Manager Strategy & Effectiveness – Joanne McNeill	✓
Cr. Joel Grist	✓	General Manager Community Life – Damian Waight	✓
Cr. Liz Pattison	✓	Acting Manager Government Relations and Strategic Projects – Jake Brown	✓
Cr. Tony Phelps	✓	Acting Manager Integrity and Governance – Liberty Nash	✓
Cr. Adrian Schonfelder	X	Acting Coordinator Governance and Council Business – Sharon Busuttil	✓
Cr. Libby Stapleton	✓		
Cr. Leon Walker	✓		

MEETING COMMENCED	9:30am	MEETING CONCLUDED	11:00am
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Matters considered at the meeting		
25 November Council Meeting Agenda		
Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Nil.		
Responsible Officer Signature:		Print Name: Robyn Seymour
		
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

3.1. At a meeting under the auspices of Council that is not a meeting of the Council or delegated committee, the Chief Executive Officer must ensure that a written record is kept of—

- a) the names of all Councillors and members of Council staff attending;
- b) the matters considered;
- c) any conflict of interest disclosures made by a Councillor attending under subclause 3.3;
- d) whether a Councillor who has disclosed a conflict of interest as required by subclause 3.3 leaves the meeting.

3.2. The Chief Executive Officer must ensure that the written record of a meeting held under this clause is, as soon as practicable—

- a) reported at a meeting of the Council; and
- b) incorporated in the minutes of that Council meeting.

Auspices of the Council

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- public consultations, and
- site meetings (incl. include meetings the council arranges jointly with other organisations).

File No F18/225-7
Trim Reference Record Number



Conflict of Interest Record

Meetings conducted under the auspices of Council

Section 131 of the Local Government Act 2020 and Chapter 3 of Council's Governance Rules

Description of Meeting: Councillors Briefings #1
Responsible Officer: Chief Executive Officer Robyn Seymour
Date: Tuesday 2 December 2025
In Attendance: Yes (✓) No (X)

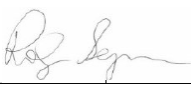
Councillors		Officers	
Cr. Libby Stapleton (Mayor)	✓	Chief Executive Officer – Robyn Seymour	✓
Cr. Paul Barker	✓	General Manager Placemaking & Environment – Chris Pike	✓
Cr. Mike Bodsworth	✓	General Manager Strategy & Effectiveness – Joanne McNeill	✓
Cr. Phoebe Crockett	✓	General Manager Community Life – Damian Waight	X
Cr. Joel Grist	✓	Acting Manager Government Relations and Strategic Projects – Jake Brown	✓
Cr. Liz Pattison	✓	Acting Coordinator Governance and Council Business – Sharon Busuttil	✓
Cr. Tony Phelps	✓	Manager Integrated Planning – Kate Sullivan	✓
Cr. Adrian Schonfelder	X	Manager Economic Development, Arts and Tourism – Matt Taylor	✓
Cr. Leon Walker	✓	Coordinator Economic Development – Simon Loone	✓
External Presenters		Coordinator Road Strategy – Mark Gibbons	✓
Andy Bell – Youth Gurus	✓	Acting Manager Assets and Engineering – Tym Guthridge	✓
		Manager Environment and Sustainability – Apanie Wood	✓
		Acting Manager Integrity and Governance – Liberty Nash	✓
		Manager Community Support – Shannon Fielder	✓
		Coordinator Community Health and Development - Monika Geall	✓
		Team Leader Youth Development - Jack Pearson	✓
		Coordinator Social Infrastructure & Open Space Planning - Gen Cooper	✓
		Coordinator Environment - Jessica Miller	✓
		Coordinator Financial Accounting - Tracey McCarthy	✓
		Manager Planning and Compliance - Steven Lionakis	✓
		Coordinator Strategic Planning - Tim Waller	✓
		Coordinator Statutory Planning - Ben Hynes	✓
		Coordinator Statutory Planning - Susan Wlodarczyk	✓
		Manager Community Strengthening – Hinga Fletcher	✓
		Coordinator Community Recreation - Tom Van de Ven	✓
		Coordinator Stormwater Infrastructure - Ronan Corcoran	✓

MEETING COMMENCED	10:30am	MEETING CONCLUDED	3:35pm
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Matters considered at the meeting
External Presentation – Youth Survey Results 2025
Our Places and Spaces – Social Infrastructure Plan
Response to Petition – Extra Kangaroo and Wildlife Signage Multiple locations within Surf Coast Shire
Audit and Risk Committee Meeting Update Post Meeting
Reports Coming to December Council Meeting
Status of Surf Coast Shire Hinterland Economy (includes Drought Relief Resilience Measures Update)
Waste Capital Project Funding
Update on Planning Act Reform
Proposed Road Renaming
Confidential - Wurdi Baierr Aquatic and Recreation Centre Contractor Procurement Process update



File No F18/225-7
Trim Reference Record Number

Confidential - Critical Drainage Program		
Councillor Topics		
Councillor Conflict of Interest Disclosures		
Councillor	Left Meeting (Y/N)	Classification and nature of interest(s) disclosed
Responsible Officer Signature: 		Print Name: Robyn Seymour
To be completed on conclusion of session and provided to Governance Officer.		

Governance Rules, Chapter 3, Clause 3

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5 Closed Section

5.1 Closure of Meeting to the Public

Recommendation

That Council, pursuant to section 66(1) and 66(2)(a) of the *Local Government Act 2020*, close the meeting to members of the public to resolve on matters pertaining to items that deal with information that is confidential in accordance with section 3(1) of the Act, as follows:

Torquay Resource Recovery Centre Proposal

Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations.

6 Urgent Business

In accordance with Rule 25 of Council's Governance Rules, a report may be admitted as urgent business if it relates to a matter which has arisen since distribution of the agenda, and cannot safely or conveniently be deferred until the next Council meeting.

Any urgent business reports will be uploaded to Council's website separately to this agenda, and will be considered as part of the order of business at the meeting if Council so resolves.

7 Close of Meeting