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Victoria

# Alpine Resorts Strategic Planning Framework

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## Acknowledgement

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria’s land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria’s Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



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# Introduction

Managing alpine resorts in accordance with the objects of the *Alpine Resorts (Management) Act 1997* and providing the legislated services, whilst also complying with a myriad of other legislation and regulation is a complex business. An integrated approach to planning, monitoring and performance reporting will assist the Alpine Resorts Victoria (ARV) Board and management to ensure resources are aligned to achieving those objectives, the vision of ARV and the expectations of community and stakeholders.

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## Purpose

The purpose of a Strategic Planning Framework is to align organisational resources and guide the organisation to achieve long-term objectives. It aims to support efficient and effective governance of ARV and its operations and support ARV to comply with legislation, and government policy and guidance (see **Appendix 1**).

Given ARV's new legislative and operating context; the existing framework and planning documents; and the organisational maturity, a new Strategic Planning Framework has been developed somewhat based on the [Victorian Local Government Better Practice Guide 2021-2022](#).

## Operating Context

ARV brings the management of the resorts together into one organisation, building the economic resilience of the sector, streamlining operations across the resorts where possible and coordinating their response to challenges.

Operational efficiencies and the amalgamation of organisational systems and processes are principles embedded within the Letter of Expectation that are reflected in all ARV's work including its strategic planning framework and approach.

The legislative and regulatory environment in which ARV operates is complex and the strategic planning framework will support the organisation to meet its compliance obligations.

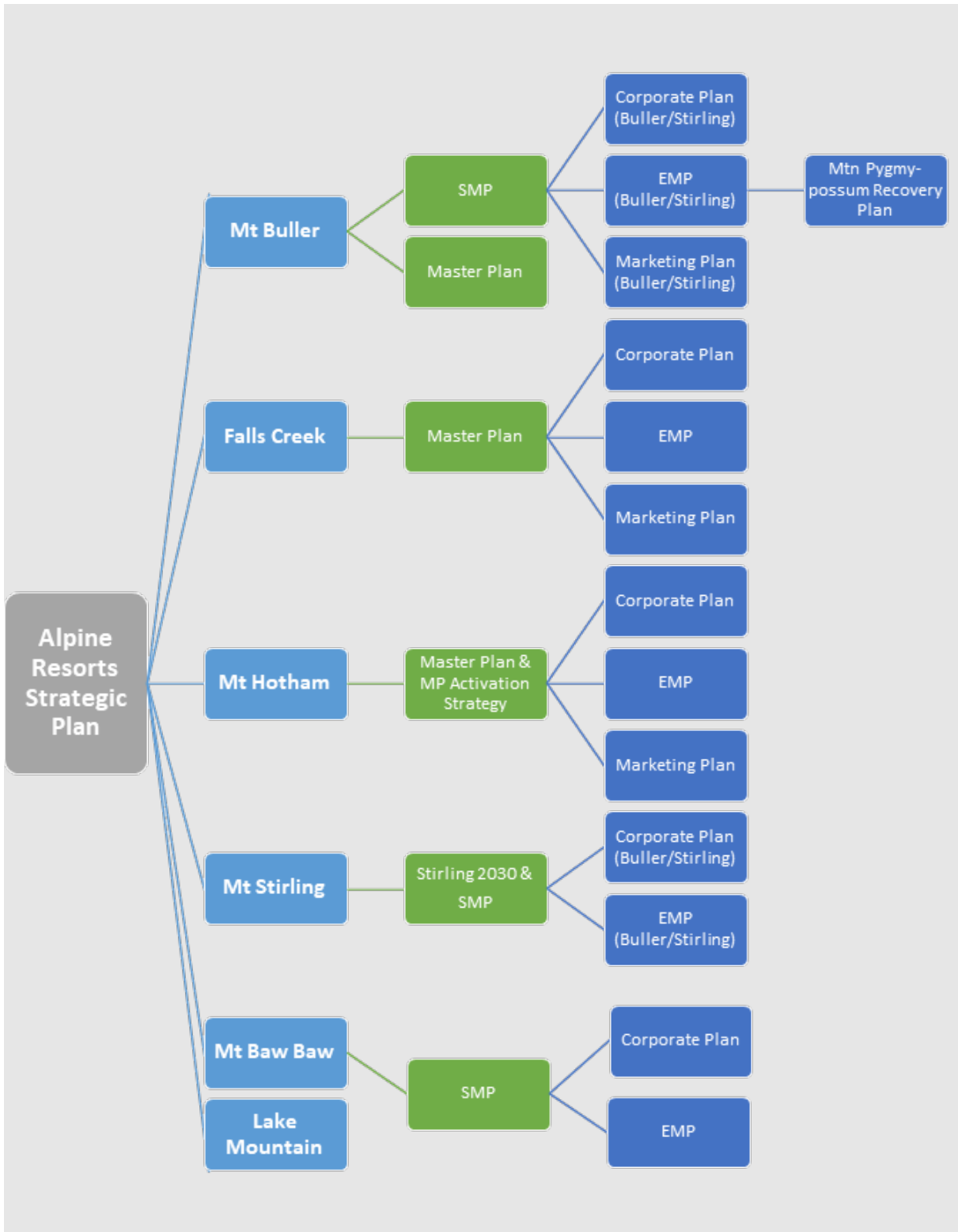
## Legacy Framework and Documents

The four former Alpine Resort Management Boards had well developed and comprehensive strategic planning frameworks which resulted in the development across each resort a broad range of strategies, plans and policies to guide operations and meet regulatory obligations.

The legacy Strategic Planning Framework and key documents are represented at a high level in the diagram below. This is not intended to be inclusive of every strategy, plan, or policy.



# Legacy Strategic Planning Framework



# Planning Framework

	10+ Years	3-5 Years		1 Year	Performance Monitoring & Accountability
Vision, Strategy & Policy	ARV Vision	Alpine Resorts Strategic Plan#	Corporate Plan#		
	Climate Change Adaptation Strategy	Comms & Engagement Strategy+	Safety & Risk Management Strategy		
	Economic Development Strategy	Workforce Management Strategy	Gender Equity Action Plan		
	Resort Master Plans	ICT Strategy	TO Engagement & Self Determination Strategy		
	Integrated Resort Management Plans#	Resort Development Prospectus	ARV Transition Plan		
Resource Allocation & Management	Financial Sustainability Plan+	Capital Investment Fund Program		Annual Business Plan Annual Budget	Annual Report
	Asset Management Strategy & Long-term Capital Plan				
	Targeted Species Management Plans				



	Asset Category Plan				
	Offset Management Plan	Waste Management Plan	Emergency & Business Continuity Plan		
	Integrated Water Management Plan	Marketing, Communications & Events Plan	OH&S Manual		
	Integrated Energy Management Plan	Environment & Climate Change Plans	Wastewater Treatment Risk Management Strategy		
		Drinking Water Supply Risk Management Plan			
<b>Cyclic &amp; Ongoing Processes</b>	<b>Policy &amp; Strategy Review</b> <b>Operations &amp; Service Planning, Review and Continuous Improvement</b> <b>Long-term Financial Modelling and Asset Planning</b>			<b>Quarterly Finance &amp; Project Reporting</b>	

Black text = Whole of ARV

Blue text = Resort based

#Legislated requirement to produce

\*Letter of Expectation



## The Purpose of the Plans & Strategies

The Strategic Planning Framework outlines an ecosystem of strategies and plans, with each one having a time horizon and specified purpose as described below.

	Plan/Strategy	Term	Purpose
Vision, Strategy & Policy	Alpine Resorts Strategic Plan# +	5+ yrs	<p>This <b>Alpine Resorts Strategic Plan</b> is set at a sector level and includes strategic actions for the whole sector not only ARV. The <i>Alpine Resorts (Management) Act 1997</i> Part 4, Section 48 requires ARV to make a plan that:</p> <ul style="list-style-type: none"> <li>• provides for the long-term strategic objectives for the alpine resorts and sets out the principles that are to be followed to achieve those objectives; and</li> <li>• sets out the challenges to be faced by, and opportunities presented to, the alpine resorts; and</li> <li>• identifies the priorities for the protection, management, and use of each alpine resort; and</li> <li>• sets out the actions that may be taken to:               <ol style="list-style-type: none"> <li>(i) achieve the object of this Act and alpine resorts principles;</li> <li>(ii) implement the plan, including actions to be set out in strategic management plans for each alpine resort; and</li> </ol> </li> <li>• contains any matters specified by the Ministerial directions or statement of obligations; and</li> <li>• sets out management plans for each alpine resort that includes actions to deal with the specific needs and characteristics of each resort in relation to the protection, management, and use of the alpine resort (to be Integrated Management Plans).</li> </ul>
	Corporate Plan#	4 yrs	<p>The <b>Corporate Plan</b> includes the 10+ year vision for the organisation. As set out in the <i>Alpine Resorts (Management) Act 1997</i> the Minister can request ARV to prepare a corporate planning document by a specified date, with specified information in a specified form.</p>





			<p>A corporate planning document is defined in the Act as <i>a statement of corporate intent; or (b) a corporate plan; or (c) a business plan.</i></p> <p>This 4-year plan will provide the long-term vision for ARV as an organisation, detail the strategic directions for the organisation, and the actions it will take as an organisation to get there and how we intend to measure our performance. It will include details of ARV’s Transition Plan until such time the transition to ARV is considered complete (end 2025).</p> <p>It will incorporate ARV’s priorities for the year ahead and include budget estimates. It will eventually link the Alpine Resorts Strategic Plan, ARV Financial Sustainability Plan and resort Asset Management Plans.</p>
	Climate Change Adaptation Strategy*	10+ yrs	<p>The <b>Climate Change Adaptation Strategy</b> will provide an overview of the expected impacts of climate change on Victoria’s alpine resorts and its effects. It will detail practical actions that ARV will undertake to adapt to climate change to protect individuals, communities, infrastructure, and natural systems and increase overall resilience of the resorts.</p> <p>The Strategy will be all-resorts focused, community-led and values driven so that adaptation actions are tailored to our unique context and the communities that will be impacted. The Strategy will be underpinned by science and analysis to inform decision-making, help prioritise areas for adaptation, and choose the best responses.</p>
	Economic Development Strategy	10+ yrs	<p>The ARV <b>Economic Development Strategy</b> will be a sector wide plan to map out future economic opportunities and risks and propose strategic actions to support the economic growth of the sector. It will include a review and update the 2021 Victorian Alpine Resorts Visitor Economy Development Plan to ensure it reflects current economic, social, and environmental conditions, including the benefits presented by the creation of ARV. The Strategy will guide investment and development in Victoria’s six Alpine Resorts.</p>



	Resort Master Plans	20+ yrs	A <b>Resort Master Plan</b> is a long-term and comprehensive plan that guides the sustainable and planned future growth of a resort. It should guide decisions that affect the physical, social and economic environment of the resorts.
	Integrated Resort Management Plans	10+ yrs	<b>Integrated Resort Management Plans</b> as an addendum or appendix to the ARSP will set out the strategic vision for each resort and the actions ARV, partners and stakeholders will undertake to achieve that vision and deal with the specific needs and characteristics of each resort in relation to the protection, management, and use of the alpine resort.
	Resort Development Prospectus	3 - 5 yrs	<b>Resort Development Prospectus</b> will indicate to the market parcels of land available for development within the resort over a 3-5year period.
	Comms & Engagement Strategy	3 - 5 yrs	The purpose of the <b>Communications and Engagement Strategy</b> is to set out a clear and consistent approach to ARV's external and internal communication and engagement activities. It will establish the overarching principles, guidelines, objectives, and approach to engaging with the community and stakeholders throughout our work and operations. It will support ARV to achieve its vision, mission, and strategic objectives, and deliver our commitment to open, transparent and active relationships between ARV, stakeholders, customers and staff.
	Safety and Risk Management Strategy	3 - 5 yrs	The <b>Safety and Risk Strategy</b> will outline ARV's approach to Emergency Management, Risk Management, Business Continuity Planning, and Occupational Health and Safety. The Strategy will support ARV's approach to safety and risk management to be interactive, in perspective, comparable and evidence based, while reflecting a just culture. The Strategy will detail legislative compliance obligations and provide guidance to mature ARV's safety and risk culture. The strategy will detail ARVs' obligations relating to: <ul style="list-style-type: none"> <li>• Risk Management Framework</li> </ul>



			<ul style="list-style-type: none"> <li>Occupational Health and Safety Safe Systems Manual</li> <li>Business Continuity Plans (including Disaster recovery planning)</li> <li>ARV Emergency Management Framework (including both operational emergency response plans and ARV's Municipal Emergency Management planning relationships and obligations).</li> </ul>
	Workforce Management Strategy	3 – 5 yrs	The <b>Workforce Management Strategy</b> will analyse ARV's workforce and determine the steps it will take to meet current and future staffing needs to meet service delivery requirements with appropriately skilled human resources. It will outline the initiatives required to support the attraction, development, and retention of employees and ARV's approach to succession planning.
	Gender Equality Action Plan	3 - 5 yrs	The <b>Gender Equality Plan</b> will set out the actions ARV will take to advance workplace gender equality. It will identify where change is needed, provide strategies and initiatives ARV will implement and determine measures to monitor progress towards gender equality.
	ICT Strategy	3 - 5 yrs	<p>The <b>ICT Strategy</b> will:</p> <ul style="list-style-type: none"> <li>Identify and prioritise areas for technology strategy within Alpine Resorts Victoria.</li> <li>Develop a roadmap for implementing technology strategy initiatives.</li> <li>Enhance operational efficiency and productivity through technology and unified systems adoption.</li> <li>Align with the <i>systems transition amalgamation tasks</i> of the Corporate Plan 2023-2025.</li> <li>Align with broader Victorian Government digital strategies where appropriate.</li> <li>Design cost-effective technology initiatives which deliver business value.</li> <li>Improve visitor and stakeholder engagement and experience.</li> <li>Enable data-driven decision-making processes.</li> </ul>



			<ul style="list-style-type: none"> <li>Foster a culture of digital-first innovation and continuous improvement.</li> </ul>
	Traditional Owner Engagement & Self-Determination Strategy	3 - 5 yrs	The ARV <b>Traditional Owner Engagement &amp; Self -determination Strategy</b> will outline what ARV will do to embed self-determination into our business, organisational culture and operations. Aligned with and informed by the Victorian Aboriginal Affairs Framework and within the existing legislative context, the Strategy will set out how ARV will work in partnership with Traditional Owners and Aboriginal Victorians to support their right to self-determination and will provide for meaningful and tangible opportunities for Traditional Owners to implement their Country Plans and to heal country in accordance with the Advancing Treaty Process with Aboriginal Victorians Act 2018.
	Alpine Resorts Victoria Transition Plan*	3 yrs	The <b>ARV Transition Plan</b> describes the significant operational and organisational changes to bring together the staff, systems, and processes of the four previous alpine resort management boards. It details the steps that ARV will take to amalgamate organisational systems and processes, including interim milestones against which it reports progress.
<b>Resource Allocation &amp; Management</b>	Financial Sustainability Plan	10+ yrs	The <b>Financial Sustainability Plan</b> will include a sustainable funding model for Alpine Resorts Victoria and the steps ARV will take to implement the plan.
	Asset Management Strategy & Long-Term Investment Plan (20 years)	10+ yrs	The <b>Asset Management Strategy</b> will outline how ARV will use its portfolio of assets to support efficient and effective delivery of services to meet organisational objectives. It will systematically identify the organisation's service delivery and asset needs, to establish a plan on how to manage the entire asset base (including proposed upgrades, acquisitions, and disposals). This will be based on long-term service planning to meet future service needs and demand.



			<p>It will also propose a 20-year capital works investment program for each resort that will be subject to annual review and approval by the ARV Board, and confirmation of available budget.</p> <p>The Strategy will assist ARV to meet the obligations of the Asset Management Accountability Framework (AMAF) by setting out options for ARV to achieve the organisation’s desired service delivery results, and will include an evaluation of the costs, benefits and risks associated with each option.</p>
	Targeted Species Management Plans	10+ yrs	<p><b>Targeted Species Management Plans</b> (for example Mountain Pygmy-possum Recovery Plans) will continue to be developed and implemented as required. And will include actions to meet resort-specific needs and identify areas for collaboration across the resorts and with key state partners.</p>
	Asset Category Plans	10+ yrs	<p>The <b>Asset Category Plans</b> will define the activities to be undertaken on the different categories of assets. These plans are the operational plans for the activities and actions over the short term to delivery the Asset Management Strategy.</p>
	Offset Management Plans	10yrs (and in perpetuity)	<p>The <b>Offset Management Plans</b> direct management actions for offset sites for compliance with native vegetation guidelines and native vegetation removal regulations.</p>
	Integrated Water Management Plans	10+ yrs	<p>The <b>Integrated Water Management (IWM) Plans</b> will examine water lifecycle impacts, including drinking water, recycled water, stormwater, snowmaking, catchment licensing, TO engagement in water use and economic elements such as water trading. They will consider how the delivery of water, wastewater and stormwater services can contribute to water security, public and environmental health, and amenity for each resort. They will detail how all aspects of water lifecycle and water service</p>



			<p>planning will be built into future development construction plans at each resort, enabling innovative water cycle management solutions to be identified and embedded into the resort as it develops.</p> <p>Given the resorts largely sit at the top of the catchment the development of the IWM Plans should be a collaborative exercise involving the relevant catchment management authority, water corporation, resort residents and business stakeholders.</p>
	Integrated Energy Management Plans	10+ yrs	<p>Each <b>Integrated Energy Management Plan</b> will examine the resorts' sustainable energy opportunities, consumption profiles, heating systems, building efficiency improvements and transport systems. It will confirm approach to alignment with state government policy on emissions, renewable energy certificates and emissions trading opportunities. This should also include analysis of third-party energy use where applicable.</p>
	Waste Management Plans	3 - 5 yrs	<p>The primary purpose of the <b>Resort Waste Management Plan</b> is to identify how waste will be generated, managed, and disposed of in line with the Victorian Government's circular economy plan. The Resort Waste Management Plan should provide details on how waste will be minimised, reused, or recycled. It should also include details on how waste will be stored, collected, transported, and disposed of. The Plan will help to reduce the environmental impact of resort operations, as well as the associated costs of waste disposal. The plan should include achievable waste avoidance and reduction methods that can be jointly championed by resort management and businesses.</p>
	Resort Environment & Climate Change Adaptation Plans	3 - 5 yrs	<p>The <b>Environment and Climate Change Adaptation Plans</b> will direct activities at each resort enabling ARV to meet and report upon state and federal legislated obligations under the FFG, EPBC and Climate Change Acts.</p>



	Marketing, Communication & Events Plans	3 - 5 yrs	Resort <b>Strategic Marketing and Events</b> plans will determine the strategic direction for marketing and event efforts for the resort, to optimise unique selling point of the destination, identify target markets and provide guidelines for targeted marketing activity to ensure optimal outcomes. Resort Communication Plans (where not covered by Comms and Engagement Plan) will include marketing communications and crisis comms.
	Resort OHS Systems Manual	3 - 5 yrs	The <b>OHS Systems Manual</b> will be and ARV templated manual specific for each Resort that sets expectations, legislative obligations, and systems.
	Wastewater Treatment Risk Management Strategy	3 - 5 yrs	The <b>Wastewater Treatment Risk Management Strategy</b> will detail all the EPA licence obligations for wastewater discharge, review and create operational Risk Management Plans for each site, including decommissioning, and outline the environment impact management actions.
	Emergency & Business Continuity Plan	3 - 5 yrs	The <b>Emergency &amp; Business Continuity Plans</b> will explain the actions each resort will take before, during and after unexpected events and situations. It will help identify, prevent, and reduce risks where possible and set out plans to identify key business processes and how these will be maintained in the event of a disruption.
	Drinking Water Supply Risk Management Plan	2 yrs	The <b>Drinking Water Supply Risk Management Plan</b> will amalgamate all previous individual resort plans into a centralised plan which meets Dept of Health compliance requirements for water supply. These are required to be updated and audited every 2 years.
	Annual Business Plan	1 yr	The <b>Annual Business Plan</b> is incorporated into the Corporate Plan and details the priority actions and activities that ARV will undertake in that year to progress the achievement of objectives.
	Annual Budget	1 yr	The <b>Annual Budget</b> will show how ARV will allocate its budget and what services, programs and projects will be delivered in the coming financial year to contribute to achieving the organisation's long-term objectives.



			Developing our budget each year involves an extensive process aimed to ensure that the mix of services and capital works meets the needs of stakeholders, businesses, and visitors to resorts. As a part of the Annual Business Plan and budgeting process, stakeholders can provide feedback.
	Annual Report	1 yr	<p>The <b>Annual Report</b> is a comprehensive report on ARV's activities and financial performance in the previous year. The purpose of an annual report is to provide information to the Government and other interested parties who use it to evaluate performance of the entity. It is required to include, amongst other things, audited financial statements.</p> <p>The Minister is responsible for tabling the annual report in Parliament and the DEECA is responsible for providing directions relating to the Annual Report. ARV is required to comply with those directions as well as the Standing Directions under the Financial Management Act 1994.</p>
<b>Cyclic &amp; ongoing</b>	Policy & Strategy Review Operations & Service Planning, Review and Continuous Improvement Long-term Financial Modelling and Asset Planning	Periodically	Quarterly Finance & Project Reporting.





## Appendix 1: Legislation, Policies & Guidelines

Alpine Resorts Victoria must meet a range of Acts, policies and guidelines which have a range of requirements. The following legislation, policies and reporting requirements were considered in the development of the Strategic Planning Framework.

### Considered Legislation:

- > Aboriginal Heritage Act 2010
- > Alpine Resorts (Management) Act 1997
- > Alpine Resorts (Management) Regulations 2009
- > Building Act 1993
- > Catchment and Land Protection Act 1994
- > Charter of Human Rights and Responsibilities Act 2006
- > *Climate Change Act 2017*
- > Crown Land (Reserves) Act 1978
- > *Emergency Management Act 2013*
- > Environment Protection Act 1970
- > Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth)
- > Equal Opportunity Act 2010
- > Financial Management Act 1994
- > *Flora and Fauna Guarantee Act 1988*
- > Food Act 1984 and Public Health and Wellbeing Act 2008
- > Freedom of Information Act 1982
- > Local Jobs First Act 2003
- > Occupational Health & Safety Act 2004
- > Planning & Environment Act 1987
- > Privacy and Data Protection Act 2014
- > Protected Disclosure Act 2012
- > Public Administration Act 2004
- > Privacy and Data Protection Act 2014
- > Public Records Act 1973
- > Road Management Act 2004
- > Road Safety Act 1986
- > Safe Drinking Water Act 2003
- > Traditional Owner Settlement Act 2010
- > Public Interest Disclosure Act 2012
- > Disability Act 2006
- > Commonwealth Privacy Act 1988
- > Fair Trading (Recreational Services) Regulations 2004

### Policies and reporting requirements:

- > Alpine Leasing Policy and Guidelines
- > Alpine Resorts Planning Scheme
- > Asset Management Compliance Framework
- > Competitive Neutrality Policy
- > Financial Management Compliance Framework
- > Financial Management Act Standing Directions
- > Public Administration Values and Employment Principles
- > Risk Management Framework
- > Women, Aged, Youth and Indigenous Affairs policies





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