



Council Plan Progress Report Mid Year Three

Council Meeting 26 March 2024

SURF COAST SHIRE COUNCIL

Council Plan Incorporating the Health and Wellbeing Plan 2021 - 2025

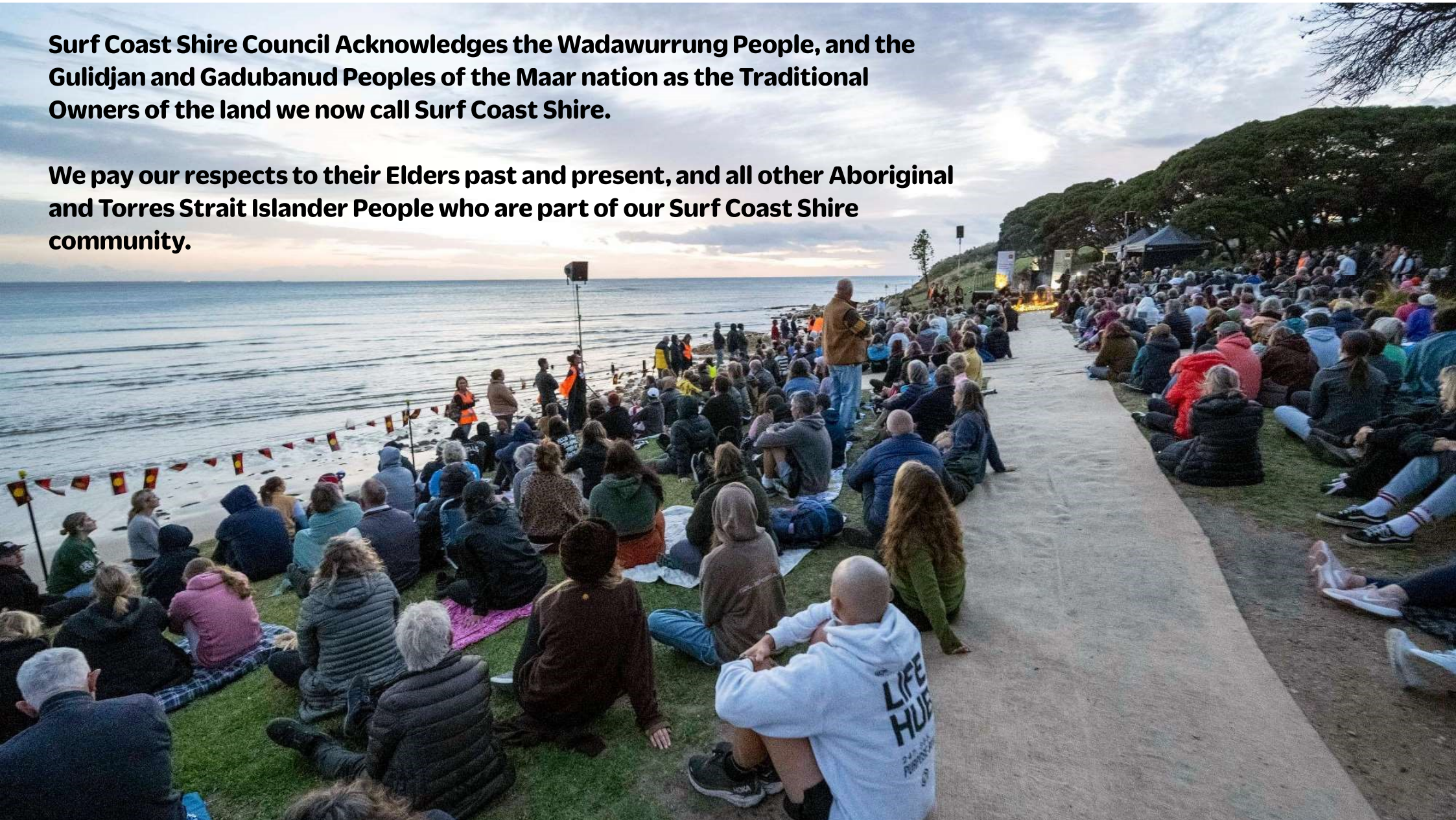


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Surf Coast Shire Council Acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Maar nation as the Traditional Owners of the land we now call Surf Coast Shire.

We pay our respects to their Elders past and present, and all other Aboriginal and Torres Strait Islander People who are part of our Surf Coast Shire community.



Community Vision from Council Plan 2021-25



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



Council Plan Themes



Theme 1: **First Nations Reconciliation**

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



Theme 2: **Healthy Connected Communities**

To foster a thriving, connected, healthy community



Theme 3: **Environmental Leadership**

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



Theme 4: **Sustainable Growth**

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



Theme 5: **Diverse and Robust Economy**

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



Theme 6: **Arts and Creativity**

Acknowledge the value of arts and creativity and nurture their growth



Theme 7: **Accountable and Viable Council**

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



Theme 1: **First Nations Reconciliation**



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



Ngardang Pupup event



Strategy 1: Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve Reconciliation.



Council Plan Outcome (in four years we'll see)

There is broad recognition and respect for the Wadawurrung People and the Gadubanud and Gulidjan Peoples of the Eastern Maar as the Traditional Owners of the lands on which the Surf Coast Shire is now situated

Achievement towards the outcome so far....

Feedback from Wadawurrung Traditional Owners Aboriginal Corporation including Elders, Traditional Owners and staff is that the relationship, trust and support from Council is strong. Councillors and Management have undertaken Cultural Awareness training on Country with Eastern Maar Aboriginal Corporation as well as officers attending the Eastern Maar Native Title Determination hearing. Relationships with other key stakeholders, including First Nations community members and Aboriginal organisations, including Wathaurong Co-operative, are also deepening our understanding and inclusivity of activities undertaken. Recently Council's Child and Family Health team worked with WTOAC to create an event for women and birthing parents to learn about Wadawurrung cultural practices surrounding birth and early parenting. The inaugural event was called Ngardang Pupup – meaning Mother Baby in Wadawurrung language. (see image previous page)

Key progress at Mid Year 3

- Council's Reflect, Reconciliation Action Plan (RAP) has been adopted and work has begun on key actions within key strategic domains – Relationships, Respect, Opportunities and Governance
- Moodji partnership agreement undertaken with Reconciliation Victoria which helps guide the delivery of the Reconciliation Action Plan
- Pilk Purriyn – a breakthrough partnership event supporting Traditional Owner self determination. Second event delivered January 26 attended by an estimated 2,500 people
- Acknowledgment of Traditional Owners embedded in policy and in practice for all significant officer and Council events and meetings
- Ngardang Pupup event – Wadawurrung-led community education session: Springtime Birthing Mothers and Babies – 40 community participants through collaboration between community development and early years teams
- Cultural experiences are included in education programs at kindergartens and early years services
- Cultural awareness training program, including Walking on Country, Unconscious Bias and Cultural Heritage training program continues for staff and Councillors

- Cultural awareness and Cultural Heritage training program commences with Eastern Maar Aboriginal Corporation on Gadubanud Country at Lorne
- First Nations recognition included within Moriac and Winchelsea community plans
- First Nations Recognition featured in development of Moriac Structure Plan

What We'll Do – Focus areas for 18 months ahead

- Focus on training opportunities for staff based outside the civic building and on increasing organisational understanding of Cultural Heritage and Native Title
- Deliver Reflect RAP and begin development of the next Innovate RAP
- Finalise Acknowledgment protocols and guidelines

What will slow down or we'll stop doing and why

- Wadawurrung language signage project is progressing more slowly than anticipated with a completion date to be determined in partnership with Traditional Owners
- Balancing First Nations events within existing budgets



Strategy 2: Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge.



Council Plan Outcome (in four years we'll see)

A greater understanding of Traditional Owner culture and perspective is reflected in Council business and decision making

Achievement towards the outcome so far....

Staff consistently seek guidance of Traditional Owner perspectives, early in project development. Staff are aware of and consistently seek opportunities to include First Nations culture, language and advice in their work.

Staff undergoing training to understand the way that the Registered Aboriginal Parties would like to work, above the legislated requirements of the Cultural Heritage Act

Native Title advice sought and training collateral developed to further staff understanding of the layers of legislation involved in working with Traditional Owners

Wadawurrung land management on Country at Djarrak (Bells Beach)

Acknowledging First Peoples and the history of place beyond European Settlement through a new model of strategic planning

Key progress at Mid Year 3

- Continue Wadawurrung's Gobata Dja (Caring for Country) team to undertake land management work on Wadawurrung culturally significant Council owned / managed sites
- Standard process for engaging with Registered Aboriginal Parties (RAPs) is more widely understood and has led to early engagement with RAPs in project delivery
- Consideration of First Nations people has been included in Gender and Equity Impact Assessment process, progression of teams understanding of intersectionality and the way different people experience our services and supports
- Improved understanding of Native Title and development of training package for the organisation on this

What We'll Do – Focus areas for 18 months ahead

- Continue to develop staff training program
- Support developing community-led Reconciliation groups e.g. Surf Coast for Reconciliation
- Continue to explore best ways to engage with all Traditional Owners and First Nations Community members, including inviting them to join Reconciliation Action Plan working group
- Strengthen and grow in the Moodji partnership with Reconciliation Victoria
- Deliver staff training on Native Title legislation
- All staff survey to monitor growth in understanding of Cultural Heritage and Reconciliation as a meaningful process

What will slow down or we'll stop doing and why

- National Reconciliation Week will continue to be meaningful. The size and scale will be balanced with other key events to accommodate existing budget
- A cultural audit to map work we undertake across the organisation to identify gaps and opportunities – this will form part of Council's future Reconciliation Action Plans



Theme 2: **Healthy Connected Communities**



To foster a thriving,
connected, healthy
community



Murrin-Garrang, Kuarka-dorla (Anglesea) Aug 2023



Strategy 3: Facilitate the provision of social infrastructure and open space to enable healthy lifestyles



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Major community infrastructure projects continue to progress and be completed.

Integrated approach to placemaking is now in practice with a focus on precinct planning and holistic outcomes

\$6 million in external grants secured to plan and deliver places, spaces and services

The Surf Coast Aquatic and Health Centre project has reached a significant milestone concept confirmed and procurement is underway.

Recently completed social infrastructure includes Anglesea Netball Pavilion, Winchelsea Common Walking Trail and Outdoor Shelter by the Barwon River in Winchelsea.

Key progress at Mid Year 3

- Anglesea Community and Health Hub Precinct planning in progress
- Surf Coast Hockey Facility (Torquay) planning and Commonwealth Games legacy funding soon to be formalised
- Winchelsea Common Former Go Kart Track area revitalised with pathways and park furniture is open for community use.
- Stripling Reserve Pavilions upgrade minor works in progress
- Torquay Scouts Facility Upgrade complete
- Anglesea Netball Pavilion complete
- Winchelsea Pool Redevelopment design and construction in progress
- Deans Marsh Community Hub Facility Development planning progressing.
- Surf Coast Aquatic and Health Centre project tender closed and being evaluated to appoint contractor
- Multi-Arts Centre concept progressing.
- Safer Cycling Strategy complete.
- A range of Road Safety Strategy projects complete and in progress
- Barwon River Loop Walk stage 2 in progress
- Jan Juc to Bellbrae shared pathway project planning progressing
- Integrated Social Infrastructure and Open Space Plan (ISIOS Plan) in development and draft to go out for community consultation in coming months

- Process and methodology developed to conduct Gender Impact Assessments on key programs or projects. Gender Impact Assessments now being completed
- Contemporary lease and license agreements developed and being rolled out

What We'll Do – Focus areas for 18 months ahead

- Continue to ensure all new or redeveloped facility designs meet best practice including universal design and equity assessments
- Finalise the ISIOS Plan and policy framework
- Deliver projects underway
- Plans to bolster proactive facilities inspection through 2024-25 budget.

What will slow down or we'll stop doing and why

- The ISIOS Plan is progressing at a slower pace than planned due to a range of factors, including Crown Land transfer process in progress with GORCAPA, specialist projects (i.e. Anglesea Community and Health Hub Precinct Plan, including key worker housing), Commonwealth Games legacy project (hockey), operational matters and higher level of support required for SCAHC.



Strategy 4: Improve access to local services and programs that support people to be healthy and well



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Health services mapping completed and shared with community

Community Houses continue to be key partners in ensuring community health and wellbeing

Council supported Community Houses to successfully pursue a 'caring for the carers' grant and will now support them in recruiting a program lead who can deliver this support to carers across all 5 Community Houses

A reinvigorated commitment to volunteering has seen us support training opportunities for community volunteers e.g. social media training for volunteers, as well as the development of meaningful internal opportunities for volunteers e.g. early years, play group volunteer role

Key progress at Mid Year 3

- Health services map used to strategically inform Council's policy work and advocacy program.
- Responsible Service of Alcohol sessions delivered across community houses and other community organisations
- Several successful health promotion campaigns including: choose water, 16 Days of Activism against Gender Based Violence ("Respect Is..."), Promote and facilitate Good Sports Program, food security program in partnership with HESSE Rural Health, vaping education programs.
- Delivered Good Times Great breaks harm minimization program for secondary school leavers
- Community Houses – community lunch project and caring for the carers project
- Implementation of Health and Wellbeing Grants program – 3 community led health and wellbeing initiatives funded.
- Volunteer Statement of Commitment adopted by Council and complemented with a consistent organization management policy and procedure now in place
- 2 x new internal volunteer roles developed – Early years support (Play groups)

What We'll Do – Focus areas for 18 months ahead

- Continue to build on Gender Equity work including delivery of 2024 International Women's Day Event.
- Continue to improve processes and upskill staff in Gender Equity to meet our obligations for Gender Equality Act 2020

- Continue to implement programs and seek partnership opportunities to progress the 5 pillars of the Municipal Health & Wellbeing Plan
- Continue to implement actions of the Community Health and Development Plan
- Further promote and deliver health and wellbeing grant program
- Undertake local engagement to determine community led approach to support of LGBTQIA+ community.
- Continue to pursue opportunities to improve the volunteering experience at Council and to provide training opportunities to community volunteers
- Review Community House policy to ensure this integral relationship continues to deliver great benefits

What will slow down or we'll stop doing and why

- Pursue 'Rainbow Ready Roadmap' to further gender equality and inclusion, guided by resources established by the Victorian Government for rural and regional communities. Instead we are undertaking localized engagement to, adopting a community led approach to determine the most suitable support.



Strategy 5: Make it easier for people to move around our towns and in nature without relying on cars



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

A series of strategies setting the direction of Council's active transport work has been completed. This strategic work is providing a foundation for decision making and action and includes:

- G21 Integrated Transport Strategy
- Safer Cycling Strategy
- Torquay Wayfinding Strategy in draft.

Key progress at Mid Year 3

- Torquay Wayfinding Strategy consultation complete and final strategy to be considered by Council in coming months
- A range of pathway, Road Safety Strategy and Safer Cycling Strategy projects completed including Anderson Street pathway Moriac, assessment of 10 high risk pedestrian crossing locations, and 'Share the Road' signage on priority routes
- Projects identified and confirmed for Federal Blackspot funding
- Completed fit for purpose, general accessibility and travel accessibility audit on Council facilities and car parks to inform the Integrated Social Infrastructure and Open Space Plan (in progress)
- Barwon River Loop Walk stage two design in nearing completion
- Jan Juc to Bellbrae shared pathway project planning in progress
- Key planning and land use decision have considered improving opportunities for people to move around without cars
- Pathway network mapping and baseline data has been completed to input to the Integrated Social Infrastructure and Open Space Plan and policy framework

What We'll Do – Focus areas for 18 months ahead

- Incorporate Road Safety strategy recommendations and cycling / pedestrian centered design into new and renewal infrastructure projects
- Implement the Torquay Wayfinding Strategy initiatives within budget available
- Continue to work with developers to influence outcomes for new precincts
- Commence construction of Jan Juc to Bellbrae shared pathways

What will slow down or we'll stop doing and why

- Some recommendations and projects identified in strategies listed above will compete for funding with other Council priorities and can be subject to funding from either Council's budget process and / or external funding. Items not delivered in the 18 months ahead can continue to be a priority subject to future funding.





Strategy 6: Enable communities to strengthen their social connections and participate in community life



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Delivered Year 2 of the community development action plan and commenced Year 3.

Ongoing successful implantation of revised community grants program with multiple streams responding to community need

Community plans supported in Moriac and Winchelsea. Development of plan for Anglesea underway

Development of Minor Capital Works grants stream.

Key progress at Mid Year 3

- Great uptake of Community Grants Program including Arts Grants, Community Initiatives, Climate Emergency
- \$94,417 worth of community projects funded through grants program
- Development of Community Plans in Moriac and Winchelsea
- New internal volunteering positions created
- Meaningful training opportunities delivered for community volunteers
- Volunteer Management Policy and Procedure complete
- Support and advice for community ideas through the community projects portal and community initiatives assessment panel
- Increases in community led projects through grants
- First minor capital works grant stream delivered

What We'll Do – Focus areas for 18 months ahead

- Deliver Community Initiatives grants – focus on promotion to groups who we don't normally hear from.
- Review our use of GrantGuru tool to promote alternate referral pathways to fund community projects
- Support development a Community Plan in Anglesea
- Revised Community Grants Policy will be presented to Council for consideration – ensuring continuous improvement of this cornerstone to our enabling community work.

- Continue to deliver key actions within the community development action plan including support for community houses
- Support community led initiatives through established processes, continue to evolve these processes
- Support Council staff to understand how community plans can inform other Council services and projects.
- Work more on place planning, ensuring community plans and community values are at the heart of the work
- Continue to mature our approach to volunteering, aligning our work with the principles of the Australian Volunteering Strategy
- Continue to support volunteering within Council services (approx. 3500 hours per quarter) and deliver programs for community volunteer upskilling and retention
- Deliver Climate Emergency Grants

What will slow down or we'll stop doing and why

- Community leadership program will be scheduled later while we focus on community planning and revising grant policy.
- National Volunteer Week continues to be delivered as a meaningful event at a slightly lower scale to fit with new initiatives.



Theme 3: **Environmental Leadership**



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



Wadawurrung's Gobata Dja (Caring for Country) team, Djarra (Bells Beach)



Strategy 7: Protect significant habitats, landscapes and biodiversity



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Council is revegetating the biodiverse carbon offset site in Buckley. We are committed to planting out the 11 hectare site and more than 4,000 seedlings have been planted so far. Planting days have included local community groups, school and also Council staff.

The works on site provide wide ranging benefits including direct and local action on climate change, achieving conservation goals through enhancing biodiversity and fauna habitat and enabling community participation in on-ground works.

Key progress at Mid Year 3

- Supported Wadawurrung Gobata Dja (Taking Care of Country) team to heal Country, partnering with them to manage nature reserves within the Shire
- Continued planting at the community carbon offset site at Buckley with 4,000 seedlings planted by community groups and schools
- Native vegetation offset site plan for Moonah Woodlands, Torquay finalised and approved by Department of Energy, Environment & Climate Action
- Delivered Council's annual pest plant and animal management program on Council owned and managed land, including habitat for listed threatened flora and fauna species and communities
- Supported local community conservation efforts including planting 2,000 plants as well as weed works and grant funding application support
- Comprehensive program of assessment and planning work for Karaaf stormwater management nearing completion. First year of environmental monitoring for the wetlands completed. Strengthened partnership with Barwon Water for potential integrated water management and re-use of stormwater.

What We'll Do – New focus areas for 18 months ahead

- Continue revegetation of the carbon offset site at Buckley with community groups and staff planting days
- Work with Wadawurrung Gobata Dja team to heal Country as part of Stage 2 of the Jan Juc Creek daylighting project
- Roll out exclusion posts and roadside signage on roads within the Shire that contain significant ecological values to reduce inappropriate activities
- Continue to support community advocacy and agency initiatives to protect and improve the health of Anglesea River
- Report to Council recommending capital and operational priorities for Karaaf stormwater management expected in May 2024, with \$1.9m federal grant funding confirmed to support implementation

What will slow down or we'll stop doing and why

- Slow down State of Environment reporting to align with the Victorian State of Environment Report and GORCAPA's State of the Great Ocean Road Coast and Parks Environment Report (2024/2025)



Strategy 8: Reduce greenhouse gas emissions to limit the impact of climate change



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Since 1 July 2021, through the delivery of Council's Climate Emergency Corporate Response Plan, Council has reduced corporate emissions (excluding the landfill) by more than 2,140 tonnes (41%) .

We've installed 316.4kW of solar and 64.3kWh of battery storage, bringing us to a total of 784kW of solar and 82kWh of battery storage across Council facilities.

For the remaining electricity we're not generating ourselves, Council now purchases 100% renewable electricity through the Victorian Energy Collaboration. These measures not only cut emissions but are realising financial savings for Council. Council has adopted a zero emissions target to ensure we continue to prioritise cutting emissions. For residual emissions, Council is now certified as carbon neutral, in line with the national Climate Active Carbon Neutral Standard.

Key progress at Mid Year 3

- Council adopted the Climate Emergency 2023-2025 Action Plan to continue delivering on our commitments in the Climate Emergency Response Plan 2021-2031. The two-year action plan captures a whole of organisation response and has 26 actions under the pillars of mitigation, adaptation and mobilisation.
- Partnered with Geelong Sustainability to deliver Sustainable House Day (featuring sustainable homes in Anglesea and Moriac) and the All-Electric Homes campaign
- Supporting community climate action through delivering the 2023 Climate Emergency Pitchfest Grants
- Supported the Deans Marsh community to develop a renewable energy action plan for the area, aligned with sustainability ambitions in their community plan

What We'll Do – New focus areas for 18 months ahead

- Continue progress on delivering Council's adopted target of zero non-landfill emissions by 2030
- Continue Council's Solar and Energy Transition Program with an enhanced focus on efficiency and electrification (removing gas)
- Complete the installation of electric vehicle charging stations at key locations across the shire, including high visitation coastal towns such as Lorne.
- Deliver the 2024 community-voted Climate Emergency Pitchfest Grants
- Engage with the community to further develop our Community Climate Mobilisation Program

What will slow down or we'll stop doing and why

Nil



Strategy 9: Divert more material from the waste stream



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Council's 4-bin kerbside waste collection system incorporating Food Organics & Garden organics (FOGO) and separate glass bins continues to divert material with diversion rates over 73% for 2022/23



Key progress at Mid Year 3

- Developed a draft Circular Economy Action Plan, which includes five key priority areas, 25 key actions and a range of targets to drive the transition to a circular economy over a three year period
- Conducted kerbside waste audits to inform education and engagement strategies
- Established glass and food recovery at Council waste disposal sites
- Assisted Victorian Government implementation of the Container Deposit Scheme.- data for diversion of associated streams will be shared in future reports

What We'll Do – New focus areas for 18 months ahead

- Finalise the draft Circular Economy Action Plan and commence implementation
- Commence work on an Anglesea Landfill Transition Plan, and a feasibility study for the development of a Torquay Transfer Station.
- Finalise upgrades at Lorne Transfer Station
- Review and update Council's Plastic Wise Policy
- Continue working with Barwon Water and Geelong region councils to establish the regional renewable organic network (RRON) facility

What will slow down or we'll stop doing and why

Nil



Strategy 10: Adapting to a changing climate



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Three consecutive wet La Nina periods and a series of storm events have had significant impacts on Council. An El Nino summer, though milder than expected at the start, brought recent challenges in managing high / extreme fire risk days and heatwaves. As a key aspect of Council's climate emergency response, we will remain focused on building Council's organisational capacity to thrive in the changing climate.

To support our community to adapt, Council has continued a strong collaborative approach to emergency management to ensure we support our community effectively in emergency events and build community resilience to increasing frequency and intensity of extreme weather

Key progress at Mid Year 3

- Undertook an organisation-wide adaptive capacity assessment to understand Council's resilience in the context of climate change. The assessment identified our strengths and areas requiring more action; it also provides a baseline from which we can measure our progress
- Formally established key internal governance processes to embed our climate risk and adaptation work across the organisation
- Participated in regional and statewide projects aimed at adapting to climate change, including the Victorian Climate Resilient Councils project, and GORCAPAs Anglesea Coastal Adaptation Plan
- Received funding through the Victorian Resilient Coasts Grant to undertake phase 1 of the Painkalac Flood Mitigation Project, which includes coastal modelling to better understand sea level rise and storm surge impacts on the mouth of the Painkalac Estuary and flood affects
- Work continues on integrated water management projects including Stage 2 of Jan Juc Creek Daylighting and Winchelsea Greening and Stormwater Improvement projects

What We'll Do – New focus areas for 18 months ahead

- Undertake climate risk assessments across the shire to identify areas and assets most vulnerable to climate impacts and help prioritise Council's adaptation effort
- Develop and implement a climate resilience screening tool to strengthen the consideration of climate change across Council assets and services, and better inform decision making
- Undertake drainage catchment management studies in Anglesea and Aireys Inlet
- Undertake critical drainage rectification works

What will slow down or we'll stop doing and why

Nil



Theme 4: Sustainable Growth



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



Moriac township



Strategy 11: Protect heritage and township character



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Two key strategic projects, the Urban Futures Strategy (UFS) and Planning Scheme Review (PSR) have commenced with comprehensive community engagement and the preparation of technical reports

The Urban Futures Strategy will provide a framework to guide future planning and decision making for housing in Surf Coast Shire. The UFS will ensure that growth occurs in appropriate locations to protect significant landscapes and environments. The PSR is a 'health check' to ensure the planning scheme can best achieve Council and community land use and development goals.

The adopted Moriac Structure Plan, developed in collaboration with the Moriac community, demonstrates the benefits of an integrated approach to placemaking and township structure planning

Key progress at Mid Year 3

- Progressed the Urban Futures Strategy project – undertaking Shire wide community engagement following the publication of a Background Report and District Profiles.
- Commenced a review of the Surf Coast Planning Scheme – identifying key priorities tasks to inform future land use planning policy
- Commenced implementation of the State Government's Distinctive Areas and Landscapes Statement of Planning Policy
- Completed a Shire wide bushfire landscape assessment
- Completed Stage 3 Heritage Study – identifying 22 properties for new heritage protection controls
- Completed and adopted the Moriac Structure Plan 2023

What We'll Do – New focus areas for 18 months ahead

- Complete the Urban Futures Strategy and Planning Scheme Review projects
- Commence and progress implementation of the Distinctive Area and Landscapes Statement of Planning Policy
- Implement key actions from the adopted Moriac Structure Plan 2023

What will slow down or we'll stop doing and why

- As we mature our understanding of the impacts of climate change (e.g. bushfire, storm surge and sea level rise) it will be important to balance these challenges with the need to accommodate population growth, now and into the future
- Changes to the Australian Fire Danger Rating system will result in more frequent Extreme and Catastrophic fire days being declared, impacting events and some Council services across the Shire



Strategy 12 : Improve access to affordable residential accommodation



Council Plan Outcome (in four years we'll see)

People have access to more affordable and sustainable residential accommodation options

Achievement towards the outcome so far....

Affordable and key worker housing remains a strong focus in advocating to other levels of government and with the planning of two accommodation locations at Aireys Inlet and Anglesea

Significant progress has been in establishing understanding and awareness of affordable and key worker housing issues and opportunities

Connecting with other agencies and community groups on this challenge along with establishing and progressing innovative key projects has been a priority



Key progress at Mid Year 3

- Aireys Inlet Affordable Housing Project progressing to facilitate social and affordable housing at Fraser Drive, including a co-design process with the project Community Advisory Group and Housing Choices Australia
- Progressed the planning process at the McMillan Street, Anglesea Community and Health Hub exploring the inclusion of affordable housing for key workers at the precinct
- Tiny Houses on Wheels (THOW) pilot underway following a targeted review of parts of the Community Amenity Local Law 2021
- Supported and partnered with Committee for Lorne and Friends of Lorne on a series of community webinars looking at education and seeking housing solutions
- Continued engagement with business and community led initiatives to facilitate access to affordable housing for key workers
- Advocacy to Federal and State Governments, including on the National Housing and Homelessness Strategy and the roll out of the State Government of Victoria's Housing Statement
- Developed internal processes about supporting people sleeping rough
- Progressed work to establish a Housing Concierge service to assist applicants to contribute to delivering affordable and more diverse forms of housing

What We'll Do – New focus areas for 18 months ahead

- Council will work closely with the local community on the Anglesea Community and Health Hub via a co-design process to develop a draft concept plan which will be shared with the wider community for feedback and presented to Council in 2024
- Develop and implement funding strategies for social and affordable housing projects including leading and supporting funding applications to the State Government of Victoria's Big Housing Build and the Federal Government's Housing Australia Future Fund
- Embed commitments to housing diversity and choice via Planning Scheme Review and amendments
- Embed the Housing Concierge Service

What will slow down or we'll stop doing and why

- Progress on the Anglesea Community and Health Hub needs to consider community feedback and this may impact timelines



Strategy 13 : Support tourism and events that encourage people to stay longer and appreciate and care for this place



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Event Grant Program has been updated and new funding categories such as Boutique Events provide extra emphasis on arts, cultural, environmental events

New international level events such as Great Ocean Road Beach Volleyfest and Bells Beach Longboard Classic and existing events such as Rip Curl Pro, Meadow Music Festival and Great Ocean Road Running Festival reduced their waste footprint

Sensory mapping and support implemented at 2023 Rip Curl Pro for first time

Key progress at Mid Year 3

- Australian Surf Rowing League National Championships event secured for Lorne for delivery in February 2024
- Commenced Eco Destination Accreditation Program with Ecotourism Australia after completing preliminary assessment phase
- 2024-25 Event Grant Program released
- Visitor Centres assisted 146,953 people with information enquiries in 2023
- Draft MOU with Great Ocean Road Parks and Coast Authority for events completed.
- Cadel Evans Great Ocean Road Race, Surf Coast Classic and Welcome Wave delivered in January 2024. Successful Womens Welcome Wave pre event held for all race teams.
- Approximately 250 events facilitated in 2023
- \$422,380 retail sold in our Lorne and Torquay Visitor Centres in 2023

What We'll Do – New focus areas for 18 months ahead

- Continue to develop product offerings a digital capabilities at our Torquay and Lorne Visitor Centres
- Finalise MOU with Great Ocean Road Parks and Coast Authority to ensure high quality event facilitation outcomes
- Complete Eco Destination Certification for Surf Coast Shire

What will slow down or we'll stop doing and why

Closures of Lorne V.I.C. may occur due to increase first risk and new danger fire rating system





Theme 5: **Diverse and Robust Economy**



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





Strategy 14: Enable people to run successful local businesses that grow and create jobs in our changing economy



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Covid-19 severely disrupted business operations requiring significant support interventions including:

- Creation of an 'Inspired by Surf Coast' website that listed 523 and profiled over 70 businesses
- \$500,000 State funded Covid recovery support initiative that delivered 27 projects
- \$250,000 outdoor dining program that supported 46 businesses with fresh air dining through Covid
- \$1M Council funded Covid Recovery program completed.

Key progress at Mid Year 3

- Parklet Pilot Program being trialed at Beach Hotel Jan Juc. Concludes April 2024
- New business focused social media platforms strategy completed enabling Council to reach a larger audience
- Commenced process to divest Council owned land in the Winchelsea Industrial Estate
- Completed survey of West Coast Business Park businesses
- Commenced review of town centre structure plan actions with a view to identifying all outstanding actions for implementation
- 48 businesses supported through the Concierge program in 2023

What We'll Do – New focus areas for 18 months ahead

- Finalise and adopt Parklet Guidelines subject to positive feedback from community
- Place Winchelsea industrial estate land on the market for sale
- Contribute to the Barwon Water Business Case for Recycled Water in the Thompson Valley
- There will be greater emphasis on our emerging industries and ways to support these sectors in job creation
- Create a plan to complete town centre structure plan items

What will slow down or we'll stop doing and why

- COVID -19 support measures and the various support programs have ceased.



Strategy 15: Foster an environment that enables businesses to operate according to ethical, social and sustainable principles



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

\$20,000 provided to Ripple Surf Coast to assist in the setting up of a local B Corp chapter. Initial meetings have been sold out with over 120 attendees per meeting

Completed work on the Barwon Regional Drought Resilience Plan with Agriculture Victoria

Key progress at Mid Year 3

- New Measures of Economic Success Framework drafted to measure the prosperity of the economy

What We'll Do – New focus areas for 18 months ahead

- Connect businesses with ethical, social and sustainability initiatives
- Contribute to completion of the Barwon Water Business Case for Recycled Water in the Thompson Valley
- Profile businesses achieving outcomes in the social and ethical business space
- Implement New Measures of Economic Success Framework to drive economic prosperity.

What will slow down or we'll stop doing and why

Nil





Theme 6: Arts and Creativity



Acknowledge the value of arts and creativity and nurture their growth



Surf Coast Arts Trail, August 2023



Strategy 16: Foster an environment where people with clever and creative ideas can make a difference in their communities



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

New DEVELOP arts grant created to support artists in skill and concept development

\$100,000 grant program to support creative communities released under the Covid Recovery Grants Program. Six projects supported including artist in residence, major exhibitions, projection and attendance at Affordable Art Fair.

Creative industry sector profiled on Inspired by Surf Coast website, profiling 15 local creative businesses and their connection to Surf Coast

Key progress at Mid Year 3

- In 2023 the Multi Arts Centre staged over 380 events with 9,460 attending, over 810 unique artists were profiled
- 2023 Surf Coast Arts Trail delivered with over 200 participating artists across 70+ venues with over \$230,000 in weekend sales and workshop bookings.
- Successfully pitched to deliver a sustainability of surfing seminar at Melbourne Design Week in 2024
- Delivered the Surf Coast Community Calendar October 2023 with 55 artists participating
- Shed Talk delivered in July 23 attracting 80 participants
- Delivered NAIDOC week with Auntie Jenny Murray Jones in Winchelsea, including exhibition - 80 people attended the NAIDOC event with a further 90 people attending the exhibition over 4 days
- A number of community-led projects supported and delivered including Cameron Park Murrumbidgee (Living Tree) sculpture in Anglesea, Winchelsea Station Precinct Mural and Mt Moriac Reserve Electronic Scoreboard

What We'll Do – New focus areas for 18 months ahead

- Continue to deliver the Creative Places Strategy 2023 – 2031 actions
- Deliver the DEVELOP grant initiatives awarded to enable creatives to pursue new skills including Leah Singer / Izzy Austin music video 'Pony', exhibition by Samantha Whittaker and James Street Gallery colleagues, Simon Holloway visual arts experimentation utilizing fast fashion waste accumulates and Lorne Op Shop and 'No Through Road' collective
- Deliver the Surf Coast component of Melbourne Design Week
- Deliver the Shed Talk program to connect artists with each other and further their professional development
- Community led projects including Deans Marsh Streetscape vision (Street Trees), Jan Juc Cricket Club Storage and Spring Creek Valley Ridgeline Trail community vision for trail branding, signage and artwork elements
- Provide support to the Lorne Sculpture Biennale in March 2025

What will slow down or we'll stop doing and why

- COVID Recovery programs for arts and creativity have ceased.



Strategy 17: Increase support for creative industries and arts



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Hoop Gallery & Shoestring Playhouse were established under the Multi Arts Centre (MAC)

\$300,000 project to fit-out of the new MAC Torquay facility was completed delivering a space to Torquay Theatre Troupe and Hoop Gallery

A new Master Plan for the Australian National Surf Museum was completed as well as a Significance Assessment on the ANSM's collection. It was identified as internationally significant.

Key progress at Mid Year 3

- \$1.4 million MAC refurbishment project progressed now at point of confirming cost plan
- Over 17,000 attended the Australian National Surfing Museum in 2022 – 23
- \$50,000 Creative Halls project commenced, providing enabling arts infrastructure into venues in Winchelsea, Anglesea and Lorne
- Commenced public art audit to identify all public art in Surf Coast Shire and understand its condition
- DEVELOP workshops held with 24 professional artists attending
- Stronger focus on increasing support for professional artists

What We'll Do – New focus areas for 18 months ahead

- Complete public art audit
- Complete the Creative Halls projects to enable community groups and professional artists to book community halls for exhibitions
- Implement the new Creative Places Strategy and ANSM Master Plan
- Complete the \$1.4 million MAC refurbishment project
- Deliver a Business School for Creatives program
- Update the Australian Surfing Hall of Fame in the Australian National Surfing Museum
- Develop partnerships with surf schools and school camps

What will slow down or we'll stop doing and why

- Programs which do not achieve the aspirations of the new Creative Places Strategy



Theme 7: **Accountable and Viable Council**



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



Anglesea Hub engagement



Strategy 18: Establish a sustainable financial position



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

Council has maintained a sustainable financial position enabling the delivery of services and community projects

Council has worked diligently to record cash surpluses over the last two financial years which will underpin financial sustainability when the long-term financial positions is challenged by the growing renewal demand, external economic factors, large infrastructure projects and operating costs of new community facilities in years ahead

Key progress at Mid Year 3

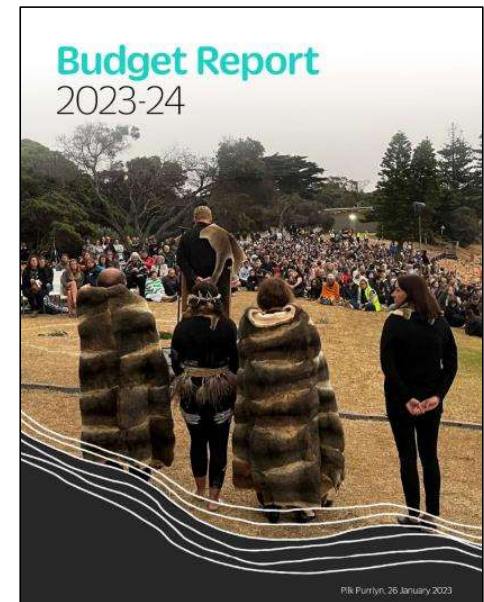
- Current 10 year Long Term Financial Plan (LTFP) enables Council to continue to deliver services and facilities whilst navigating challenging years ahead.
- Council maintained a positive financial position at the end of 2022-23 recording a surplus of \$1.2m with cash and investments allocated to deliver future projects and commitments.
- Enterprise Agreement finalized.
- Savings and new revenue target achieved in 2022-23 and for 2023/24.

What We'll Do – New focus areas for 18 months ahead

- Analyse and respond to recent changes in Victorian Government guidance on the use of waste service charges to ensure clarity and financial sustainability
- Implement digital project management system to improve delivery and quality of performance reporting
- Increase project delivery, including improve overall project readiness and selection, and program planning accuracy for future years
- Undertake the Integrated Council Planning 2025 to 2029 project including preparatory work prior to Council elections October 2024
- Utilise outputs of improved asset renewal modelling for decision making
- Continue efforts to identify and embed efficiencies - 'Thermometer' savings embedded in 2024/25 budget \$544K

What will slow down or we'll stop doing and why

- Continue to look for efficiencies in delivering services including where technology can deliver savings and provide a better customer experience.





Strategy 19: Improve Council's credibility as a trusted decision maker through meaningful engagement



Council Plan Outcome (in four years we'll see)

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

Achievement towards the outcome so far....

A Communications and Community Engagement Strategy and reviewed Community Engagement Policy have been developed and adopted

Staff training in community engagement has been delivered

Improved community engagement processes have been implemented to improve tracking and coordination

Online customer improvements including new kindergarten enrolments, all payments enabled online and improved customer request and complaints processes

Ongoing focus on more Council decisions being made in open meetings sections rather than in confidential sections e.g. tender decisions

Key progress at Mid Year 3

- Community Engagement Policy was adopted in August 2023
- Round one of a community engagement staff training program has been delivered, involving 60 staff
- Implemented coordinated monthly communications on placed based projects to local channels
- Finalisation of the MPP-028 Community Engagement Management Procedure
- Planning for new Communications and Engagement Request and Workflow System for all new projects across Council
- Developed 71 media releases, 63 media responses and 91 speech notes and columns over this 6-month period.
- Gained more than 700 followers and generated more than 9,000 content interactions across Instagram and Facebook
- Implemented new social pinpoint online engagement platform

What We'll Do – New focus areas for 18 months ahead

- Implement Communications and Engagement Request and Workflow System for all new projects across Council, and monitor/refine process
- Rollout round two of online engagement training program for all staff
- Continue implementation of the Communications and Community Engagement Strategy Action Plan
- Stronger focus on proactive communications, thanks to additional resources
- Continue the rollout of the new social pinpoint online engagement platform
- Commence an internal community of practice for staff to share community engagement learnings and to coordinate activities
- Expand the coordinated communications on local projects to other townships / locations
- Commence data gathering in any areas we do not have good data in preparation for developing the new Council Plan and integrated plans which will be delivered after the Council election in October 2024

What will slow down or we'll stop doing and why

- Experiment with different methods of engagement: this will become less of a specific focus, but will be incorporated into engagement planning where appropriate