

COUNCIL PLAN SUMMARY 2017–2021

(Incorporating the Health
and Wellbeing Plan)

COUNCIL VISION

An engaged, innovative and sustainable
community.

COUNCIL PURPOSE

To help our community and environment
to thrive.

ORGANISATION DIRECTION

Our organisation will be:

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



COUNCIL PLAN APPROACH

While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome (what we will see)	Strategy (what we will do – actions/programs)
a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	<ol style="list-style-type: none"> 1. Develop and implement a program to support communities of place and interest, and provide a place for them to identify and achieve their community aspirations 2. Facilitate and support high levels of volunteering in the community 3. Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy
b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	<ol style="list-style-type: none"> 4. Develop and implement local programs to support <i>Healthy Eating and Active Living</i> 5. Implement health and wellbeing impact assessments as part of infrastructure and project planning 6. Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7. Reinforce policies to manage electronic gaming machines
c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	<ol style="list-style-type: none"> 8. Understand community safety issues and needs, and design an appropriate local response 9. Continue to build community resilience to prepare for emergencies
d) Provide support for people in need	<p>Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)</p> <p>Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)</p> <p>Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)</p>	<ol style="list-style-type: none"> 10. Work in partnership with community and agencies to improve young people and their families' access to the services and support they need 11. Pursue <i>Age Friendly City</i> status 12. Contribute to the delivery of the <i>Strategic Plan for prevention and addressing violence against women and children in the G21 region</i> 13. Implement the <i>Accessible and Inclusive Surf Coast Shire Strategic Plan</i>

ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome (what we will see)	Strategy (what we will do – actions/programs)
e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	<ol style="list-style-type: none"> 14. Implement the Renewable Energy Roadmap 15. Support the work of the Renewable Energy Taskforce
f) Improve the re-use of resources	<p>More waste is diverted from landfill for reuse and recycling (CP, L)</p> <p>Recycled water is used to support agribusiness appropriate to the shire (L)</p>	<ol style="list-style-type: none"> 16. Develop and implement organic waste diversion pilot program 17. Develop and implement a waste reduction program to increase the life of the landfill 18. Review and expand Plastic Wise Program 19. Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas
g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	<ol style="list-style-type: none"> 20. Develop and implement a local food program in partnership with community
h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the shire (CP, L)	<ol style="list-style-type: none"> 21. Finalise and implement the Rural Hinterland Strategy 22. Develop partnerships to better manage interfaces between public and private land 23. Effectively manage pests, plants and animals on Council land

BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the shire are retained

Strategic Objective	Outcome (<i>what we will see</i>)	Strategy (<i>what we will do - actions/programs</i>)
i) Ensure infrastructure is in place to support existing communities and provide for growth	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24. Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25. Explore the potential public transport link to Torquay and the level of service on the Warrnambool line 26. Conduct a review of the existing pathway strategy and implement recommendations 27. Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28. Work with the community and stakeholders to implement the Anglesea Futures program 29. Advocate for supporting infrastructure
j) Strengthen township boundaries and support unique township character	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30. Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31. Encourage in-fill development and direct growth to designated areas 32. Develop a communications strategy to explain the implications of living in different planning zones
k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33. Advance a Winchelsea and Moriac Development Program 34. Advance a Strategic Plan for Lorne 35. Conduct an impact analysis of Torquay's growth including Armstrong Creek 36. Explore the impact of increased traffic on the road network including inland transport routes

VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Strategic Objective	Outcome (<i>what we will see</i>)	Strategy (<i>what we will do - actions/programs</i>)
l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	Continued growth in local employment (HW, SS, CP, CC)	37. Support and build capability of businesses and business / tourism groups 38. Investigate how the strategic road network impacts on commercial transport 39. Facilitate and enable stronger relationships between industry and education 40. Plan for industrial and commercial zones in growing communities
m) Facilitate high quality events throughout the year	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41. Further develop diverse, major and signature events and a communication and promotion program
n) Strengthen the vitality of town centres	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42. Identify and support the economic and social drivers of town centres within the shire
o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43. Work with key stakeholders to encourage visitors to stay longer and spend more in the shire 44. Develop and implement an industry development and attraction program 45. Advocate for and drive the Great Ocean Road visitor economy 46. Develop and implement an agribusiness strategy

HIGH PERFORMING COUNCIL:

Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions/programs)
p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47. Establish long-term financial principles and incorporate into the long-term financial plan 48. Develop and implement an organisational capability and capacity program 49. Develop innovative funding partnerships with community, business and government 50. Build on relationships with agencies and key stakeholders for the benefit of the community
q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51. Prepare for Local Government Act review recommendations 52. Evolve our community engagement approach to inform strategic Council direction and decision-making 53. Use technology to make Council decision-making more accessible
r) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54. Implement Digital Transformation Program, including opportunities for customer self-service 55. Investigate the feasibility of a certified quality system 56. Improve how we manage customer requests and complaints 57. Continued reforms in statutory planning service delivery 58. Further update and implement a customer service strategy
s) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59. Review Council-delivered services to ensure they are of high quality and delivering best value 60. Conduct service reviews to identify best service delivery model 61. Advocate for services that are best delivered by others 62. Review arrangements for governance of the coast

Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to Culture & Community (CC)	Liveable (L)
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STRATEGIC INDICATOR	REGULARITY	COLLECTION METHOD	RELATED STRATEGIC OBJECTIVE
1. Improvements in overall quality of life, and reported on the following cohorts: People under 25 People over 65 People with Disabilities	Annually commencing 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing 2017	Collection methods endorsed by the Renewable Energy Taskforce	c, e, f, h, k, p, r
3. An increase in housing in Winchelsea and Moriac	Annually commencing 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, m, n, o, p
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing 2017	Community Satisfaction Survey	h, i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, h, k, o, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing 2017	Small area labour markets data source	a, b, d, g, i, j, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing 2017	Internal systems (Finance)	f, h, j, p, r, s
8. Increase in the number of digital transactions with Council including: Self Service Transactions Completion of forms	Biannually commencing 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annually commencing 2017	Community Satisfaction Survey	a, h, l, o, p, q, r, s
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Biannually commencing 2017	Internal Systems (Planning)	q, r, s