



The Surf Coast Shire:  
**COVID-19  
RECOVERY  
PROGRAM  
REPORT**

Cover image: Leon Walker Lorne

Page 2 image: Sculpture Festival  
Shane Thomson Urchin Creative

## Acknowledgement 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.**



# ONE MILLION REASONS FOR COUNCIL TO LEND A HELPING HAND

## **'Sorry we're closed' signs dangled on business doors.**

Events were cancelled. International and interstate travel came to a halt. Our connections were challenged thanks to social distancing, constantly changing restrictions, and a new virtual world of remote learning and working from home.

Daily press conferences delivered concerning case numbers and devastating deaths.

In between it all, colourful chalk drawings adorned footpaths, teddy bears proudly perched in windows, and people pivoted to adapt to our new normal.

The beginning of the global coronavirus (COVID-19) pandemic was a life-changing experience.

During the first Victorian lockdown between 31 March 2020 and 31 May 2020, Surf Coast Shire Council set aside \$1 million to help businesses and communities in the COVID-19 recovery period. We didn't know how the pandemic would unfold, but we did know that our community needed support.

The COVID-19 Recovery Assistance Grants Program has made a significant difference across the shire. This report shares every success story of the 63 grants distributed in the program.

I hope you enjoy learning about the diverse range of projects and initiatives that received funding - from the acts of kindness and the desire to re-boot our visitor economy, to the various ways people were brought together in difficult circumstances.

As I write this in December 2022, Victoria is in a COVIDSafe setting with no restrictions and an exceptionally highly-vaccinated population. The first year that COVID-19 hit might seem like a lifetime ago for some, but I'm sure reading about the recovery program will bring back just how much it changed our community at the time.

*I would like to recognise the amazing effort by the community to come together, to be resourceful, and to work towards creating a better state and being more resilient for the years ahead.*

**Mayor Cr Liz Pattison**

Surf Coast Shire Council





Image: Anglesea Riverbank Market  
Credit Alex Shore



# COVID-19 RECOVERY ASSISTANCE GRANTS PROGRAM

**The local impacts of a global pandemic were felt far-and-wide in the Surf Coast Shire. From soaring job losses, to a tourism plunge - coronavirus (COVID-19) changed communities, with lockdowns and changing restrictions creating a period of great uncertainty.**

It started with a World Health Organisation-declared global health emergency on 30 January 2020 in response to rising COVID-19 case numbers. A Victorian State of Emergency followed, as did a Victorian Government COVID-19 Pandemic Declaration which ended on 12 October 2022.

In between, there were six lockdowns in Victoria ranging from five days (13 to 17 February) to 111 days (9 July 2020 to 27 October 2020). The state's total lockdown period stretched to 290 days. Restrictions were staged and while metropolitan Melbourne's were more severe, the flow-on effect was felt across Victoria particularly when travel limits were in place.

There were significant impacts at personal, community, regional, state and national level, presenting challenges on mental health, physical health, social connection and the economy. Forced business closures and social distancing restrictions saw Surf Coast Shire communities suffer, evidenced by:

- The Anglesea to Lorne area being the 10th hardest hit for percentage of job losses in Australia in the initial months after restrictions were introduced.
- In the Surf Coast, 52.9% of businesses applied for JobKeeper to September 2020, ranking 19th highest in Australia and the highest in regional Victoria,
- Data from Tourism Research Australia revealed the significant drop in tourism trade. By 30 June 2021, tourism expenditure had reduced to \$369m - a loss of almost \$190m from 30 June 2019.

Surf Coast Shire Council launched a COVID-19 Recovery Assistance Grants Program, to support businesses and communities to recover from the pandemic. From 381 business surveys and industry round tables, to regular virtual support meetings with locals – we heard first-hand from the community about their most pressing needs when the pandemic hit, and their potential needs during the recovery phase.

Of the \$1 million made available under the program, Council approved \$924,711 in funding to 63 successful applications and 9 Council initiatives. This report provides a summary of the projects supported, outcomes achieved, and key learnings. As well as high-level details, snapshots are offered throughout.

**The community is at the heart of this report, as it showcases their remarkable efforts to make a difference during an unprecedented time and to make the Surf Coast a great place to live, work and visit.**

# COVID-19 RECOVERY ASSISTANCE GRANTS PROGRAM GUIDELINES

**The program's guidelines laid the foundations for how we could help meet the needs of the Surf Coast Shire community, in their recovery from the pandemic. Adopted in May 2020, the guidelines enabled us to design funding opportunities, develop initiatives and assess community proposals.**

In June 2020 when the program opened, there were two focus areas:

## **1. Business Support Initiatives**

Council-led and delivered, or led and delivered by the business sector or trader organisations.

## **2. Community Support Initiatives**

Council-led and delivered, or community-led and delivered.

In March 2021, two streams were added to the program:

## **3. Creative Communities Fund**

*(\$100,000 total available)*

For leading and emerging artists.

## **4. Individual Small Business Support Fund**

*(\$100,000 total available)*

For individual businesses that did not receive support or minimal support from state and federal government relief packages.

The first three streams featured a Rapid Response category, enabling officers to determine successful grant applications of \$5,000 or less which were subsequently reported to Council. There was also a general category for applications more than \$5,000, which required Council approval.

*Guidelines for the COVID-19 Recovery Assistance Grants program - Appendix 1.*

# OUR GUIDING PRINCIPLES

The capacity created by the COVID Recovery Assistance funds provided flexibility for Council to both lead initiatives and support others to take the lead during the recovery.

It allowed for more immediate action and responses in the longer-term in accordance with research that finds that emergency recovery periods should be thought of in years rather than months.



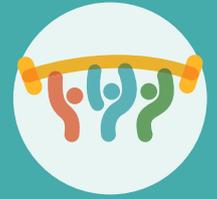
## Need

Support and recovery initiatives must address an evidence based issue(s) or deliver a new and better state.



## Time

Recovery Initiatives should focus on having a lasting impact or address a time specific need.



## Strength Based

Council needs to build on existing strengths and assets in communities and in the economy.



## Helping Recovery

Projects will comprise a spread of community and Council led economic or social initiatives.



## Benefits

Initiatives should deliver multiple benefits or create long term sector benefits.



## Partnerships

Initiatives should develop partnerships and avoid duplication.



## Deliverable

Initiatives that are well planned and align with the Support and Recovery Principles.



## Equity

Consideration should be given to vulnerable people or those unfamiliar with Council processes.



## Local

A focus on procurement to benefit local supply chains or industry sectors that have been impacted.

## Link to Council Plan

An important consideration was to ensure each project as part of its outcome has a link to Council Plan themes listed below. The primary Council Plan theme is displayed against each project.



**THEME ONE**  
First Nations Reconciliation



**THEME TWO**  
A Healthy Connected Community



**THEME THREE**  
Environmental Leadership



**THEME FOUR**  
Sustainable Growth



**THEME FIVE**  
Robust and Diverse Economy



**THEME SIX**  
Arts and Creativity



**THEME SEVEN**  
Accountable and Viable Council

# FAST FACTS

**\$1 million**  
support package

**\$924,711** allocated

**26 May 2020**

Council adopted the COVID-19  
Recovery Assistance Guidelines

**500+**

project queries received

**Community Support  
Initiatives 45%**

**Total spend**

**\$416,534**

Council led and delivered initiatives:

**\$121,494**

across two programs

Community led and delivered initiatives:

**\$295,040**

across 29 Grants



**154**

**applications**

submitted and assessed

**66**



**grants approved**

(three withdrawn post-approval)

**9**

**Council initiatives  
funded**



**72**

**projects total  
completed**

**Business Support  
Initiatives 55%**

**Total spend**

**\$508,176**

Initiatives led by Council, trader groups,  
and Great Ocean Road Regional Tourism:

**\$243,423**

across nine programs

Initiatives led by Local Individual  
Small Businesses

**\$264,753**

across 32 Grants



*This program supports the 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 better than we found it.

**Four Grant Streams**



**Full Programs**

More than \$5,000



**Rapid Response**

\$5,000 or less



**Individual Small Business**

Up to \$5,000



**Creative Communities**

Up to \$5,000 and up to \$20,000



# Full programs

**The COVID Recovery Assistance Grants Program sought initiatives that directly supported our community from pandemic impacts, whether it be physically, mentally, socially or financially.**

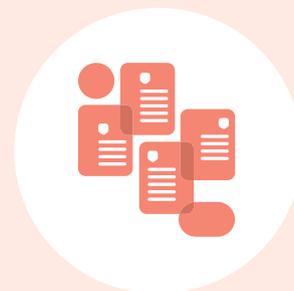
Council and community combined for a diverse range of programs including community forums, online workshops, mental health awareness programs, free physical activity, industry support, youth engagement, supplying fresh healthy food and much more.

Our community includes our business sector, which delivered a variety of initiatives to help inspire our commerce sector to reboot and reimagine the new landscape post lockdowns. It contributed to the larger goal of supporting tourism that encourages people to stay longer and appreciate and care for the Surf Coast and hinterland.

*Image:  
Indie Lane Photography*

# Full programs

Grants of more than \$5,000 were assessed by officers, before progressing to Council for approval.



| Grant   | description  | amount           | page      |
|---|--|------------------|-----------|
| <b>Council Community Facilities Fund</b>                | Offset financial support for users of Council facilities.  | \$72,947         | <b>12</b> |
| <b>Explore Your Backyard</b>                            | A marketing initiative to promote the Surf Coast to western Melbourne and surrounds.   | \$35,000         | <b>13</b> |
| <b>Feed Me Surf Coast</b>                               | Funding of a large commercial refrigerator to meet demand.   | \$10,000         | <b>14</b> |
| <b>Great Ocean Road Regional Tourism</b>                | Activate marketing opportunities across our shire.   | \$75,000         | <b>15</b> |
| <b>Let's Go Outside</b>                                 | Five Community Houses collaborating to conduct a suite of outside physical activity classes.   | \$20,000         | <b>16</b> |
| <b>Lorne Sculpture Biennale</b>                         | Sculpture exhibition support including commissioning works from local artists.   | \$30,000         | <b>17</b> |
| <b>Otway Wine Co-Op</b>                                 | To establish a local wine producer co-op to market and sell online wine.   | \$20,000         | <b>18</b> |
| <b>PORTAL</b>   | Online arts community program and arts awareness initiatives.  | \$28,967         | <b>19</b> |
| <b>Riding Waves to Recovery</b>                         | Not-for-profit mental health program for Surf Coast youth.   | \$18,260         | <b>20</b> |
| <b>Ripple Surf Coast</b>                                | To launch an impact business community for businesses which meet high standards of social and environmental performance, accountability, and transparency. | \$20,000         | <b>21</b> |
| <b>Summer Shuttle Bus</b>                               | Bus loop services in Torquay and Jan Juc in peak summer period.  | \$48,547         | <b>22</b> |
| <b>Surf Coast Community Bike Hub</b>                    | Pilot program to support youth via skills training and repurposing bikes in the Surf Coast.  | \$12,330         | <b>23</b> |
| <b>Surf Coast Youth Survey</b>                          | Shire-wide youth survey to understand support for youth during and post pandemic.  | \$41,841         | <b>24</b> |
| <b>Trader Associations</b>                              | To deliver projects for economic recovery via the Five Trader Associations: *Lorne *Aireys Inlet *Winchelsea *Torquay *Anglesea                            | \$100,000        | <b>25</b> |
| <b>Ungrind your Mind</b>                                | Mental health seminar with local panel of experts.   | \$7,600          | <b>32</b> |
| <b>Wellness to Recovery</b>                             | Pilot wellness package tours in collaboration with Surf Coast tourism, wellness and social media businesses.   | \$14,786         | <b>33</b> |
| <b>Winchelsea Primary School Sensory Garden</b>         | Sensory garden to combat mental health in youth post-pandemic.   | \$50,000         | <b>34</b> |
| <b>YMCA Skate to Recovery</b>                           | Skate program, including traineeship for young coaches.  | \$47,699         | <b>35</b> |
| <b>#IAMWORTH</b>  | Capacity-building program via seminars and mentoring, aimed at local women.  | \$14,850         | <b>37</b> |
| <b>TOTAL Business and Community Grants &gt; \$5,000</b> |  | <b>\$667,827</b> |           |

# Council community facilities fund

Surf Coast Shire Council



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$90,000**

**Total project cost: \$72,947 (\$17,053 returned to the program)**

**Project delivery date: September 2020 to June 2021**

**Council resolved to assist with financial support for users of Council facilities, to lessen the impacts of COVID-19 and ensure their sustainability as part of recovery.**

There was an identified need to support community user groups that were regular hirers of Council-owned facilities and assets. With COVID-19 restrictions causing financial restraints, waving fees was viewed as a critical way to support the groups.

Council waived fees for community groups hiring Council-managed facilities between 16 September 2020 and 30 June 2021, with a \$30,000 allocation to offset the impact in 2020-21.

There was also a \$10,000 allocation to offset the impact in 2020-21 of waiving peppercorn fees for community group lessees and licensees of Council facilities.

An allocation of \$50,000 - of which only \$32,947 was requested - for the purpose of providing financial assistance to Community Asset Committees for 2020-21 was distributed by the CEO based on COVID-19 impacts.

## OUTCOMES

- Fees waived for 15 community groups which were regular users of Council-managed facilities between 16 September 2020 and 30 June 2021.
- Supported community group lessees and licensees with 25 peppercorn fees.
- Fees waived for eight community groups hiring committee-managed facilities between 16 September 2020 and 30 June 2021.

Waving fees:  
supporting  
community user  
groups of Council-  
owned facilities.



Time



Deliverable



Equity



Image:  
Pete James Photography



THEME FOUR  
Sustainable Growth

Full program

## Explore your backyard

Surf Coast Shire Council Economic Development, Arts and Tourism

**Grant funding: \$35,000**

**Total project cost: \$42,000**

**Project delivery date: October 2021 to July 2022**

**The Surf Coast was a popular place for re-locations during the pandemic - from newcomers such as young families from Melbourne and Ballarat, to non-permanent ratepayers who decided to change their primary residence.**

**Council's Customer Service team received several hundred enquiries from home owners who wanted to change their primary address, many from metropolitan municipalities to the Surf Coast.**

The influx of residents sparked the Explore your backyard campaign, to promote all the great things to see and do on the Surf Coast to the new locals. Long-time residents proudly shared their stories. It reinforced messaging in a Great Ocean Road Regional Tourism campaign, targeted at visiting friends and relatives.



Verbal feedback from attractions such Qdos Arts, Barwon Park Mansion and Ashmore Arts indicate the campaign was influential in growing awareness of their attraction.

## OUTCOMES

- A total 18 vignettes created as tourism collateral.
- The 18 vignettes attracted 352,368 views across Surf Coast Times and Explore Surf Coast social platforms.
- An unmeasurable additional number of views on socials as storytellers, their family and friends, their customers and followers re-shared material.
- Photo library featuring campaign storytellers created.
- New digital branding for Explore Surf Coast created.
- Increase in Explore Surf Coast Facebook page likes to 1,945 from less than 300.
- Increase in Explore Surf Coast Instagram followers to 1,032 from less than 100.
- Explore Surf Coast Facebook and Instagram audience statistics indicated audience driven predominantly by women (about 30% across both platforms) aged 35 to 54 years with about 30% located in Melbourne and the balance located in Surf Coast and the local region.
- Informal feedback indicated growing awareness of local attractions. Due to many of the showcased experiences being unpaid and unticketed (such as Ted's Track with Angair and Aireys as a Dark Sky location), these are difficult to measure.
- Relationships with key community influencers established across Surf Coast (x18), including numerous businesses and/or tourism attractions:
  - Business highlighted include Ashmore Arts, Freshwater Creek Estate, Cumberland River Holiday Park, Qdos Arts, Australian National Surfing Museum, Barwon Park Mansion, Baiyami Art, The Happy Runner, and Salty Dog Café.



THEME TWO  
A Healthy Connected  
Community



Families receiving food parcels increased from 30 to **150** per week

## Feed Me Surf Coast

Feed Me Surf Coast

**Grant funding: \$10,000**

**Total project cost: \$45,000**

**Project delivery date: November 2021, ongoing**

**The prevalence of food insecurity was high during the early stages of the pandemic, due to lockdowns and job losses.**

This included internationals on temporary visas whose access to the ongoing safety nets of Medicare, income support or JobKeeper were largely out of reach. International students and backpackers were also stranded because of border closures, or unavailable and unaffordable flights. Feed Me Surf Coast (FMSC) collects excess food and produce, providing nutritious food for community members in need as well as a delivery service.

The volunteer-run FMSC experienced a dramatic increase in people needing to access meal assistance, with the purchase of an industrial sized cool room enabling the organisation to increase storage of its healthy meal options.

## OUTCOMES

- Higher quality pantry items and fresh food delivered to in-need community members.
- International students and backpackers supported.
- Families receiving food parcels increased from 30 to 150 per week.
- Actual meals delivered increased from 90 to 520 per week.
- Volunteers trained in OH&S food handling: 32.
- Food waste redirected from landfill per year: 420 tonnes.
- Partnership developed with Torquay Lions Club.
- Council funding enabled leverage of other donations from community members, Torquay Community Enterprise and Torquay Lions Club.



Need



Time



Partnerships



Deliverable



Equity

# Great Ocean Road Regional Tourism marketing campaigns

Great Ocean Road Regional Tourism



THEME FOUR  
Sustainable Growth

Full program

**Grant funding: \$75,000**

**Total project cost: \$104,000**

**Project delivery date: June 2020 to September 2022**

**Great Ocean Road Regional Tourism (GORRT) spent \$1.65m on COVID recovery campaigns, aligning with its aim to grow the visitor economy in a sustainable way.**

Given the Australian Tax Office identified Surf Coast Shire businesses as one of the highest recipients of JobKeeper support, a key way to support visitor economy-linked businesses was to work with GORRT on a range of marketing support projects. Three campaigns were developed via COVID Recovery Assistance Program contributions, focused on increasing overnight stays, increasing expenditure, and driving mid-week and off-peak visitation.



Need



Time



Helping Recovery



Partnerships

## OUTCOMES

### Campaign one: Come one Come all Christmas Special on Channel 9

- Promoted the Surf Coast and its local producers to a national audience leveraged from the following of local MasterChef winner Emma Dean.
- A 60-minute TV show double segment on Channel 9 including replays on 9 Life, Gem and Nine Now in December 2021.
- A six-page feature in December 2021 editions of Eat Well and Wellbeing magazines including local chef interviews and recipes.
- Twenty-five local operators participated, with Tobin Kent, Matt Germanchis and Tobie Puttock featuring in their own segments.
- Won 10 awards at the most prestigious TV awards - the Telly Awards in New York City.

### Campaign two: Wake up to the Surf Coast

- Showcased the personalities and experiences that make the Surf Coast a vibrant place to live and visit.
- Earned 424,260 eyeballs on screen in total, including 178,121 views with a view rate of 41.98%.
- The best performing creative was the Aireys Inlet content.
- Article featured in Timeout in partnership with Visit Victoria. Timeout receives just over 2 million unique viewers each month.
- GORRT also contributed to extra coverage through print including a double-page feature in Surf Coast Living magazine.
- The campaign generated a significant amount of new content including:
  - A brand new dedicated website
  - 27 new video assets
  - 331 new still assets
  - Nine professionally-written blogs

### Campaign three: Greatopia – Surf Coast

- Highly-targeted media campaign developed to increase visitation to the Surf Coast.
- Created new content and assets, including more than 50 images and footage, one 90-second Surf Coast Anthem with lyrics and voiceover.
- One new Surf Coast blog.
- The Surf Coast anthem received 89,000 impressions on YouTube and 12,200 people clicked to the Explore Surf Coast landing page.
- Channel 10 coverage in Lorne, with roving reporter Daniel Doody featuring Live Wire Park, The Lorne Hotel, Hah Lorne and Lorne Pier and foreshore.
- Surf Coast competition reached 21,637 people and an additional 705 link clicks.
- The broader Great Ocean Road Greatopia campaign achieved more than 2 million views.



THEME TWO  
A Healthy Connected  
Community



Over  
**1000**  
participants

## Let's Go Outside - Community House Exercise initiative

Torquay Community House (on behalf of five local community houses)

**Grant funding: \$20,000**

**Total project cost: \$21,074**

**Project delivery date: June 2020 to August 2021**

**Torquay Community House, along with fellow local community houses, saw a proactive need to maintain social connection via physical activity in a safe and inclusive environment during the early stages of 2020 lockdowns.**

The result was Let's Go Outside - a program which offered free, accessible exercise classes in COVIDsafe spaces.



Need



Time



Strength-Based



Helping Recovery



Benefits



Partnerships



Equity

## OUTCOMES

- Supported people of all ages in improving or maintaining their physical and mental wellbeing, as well as providing face-to-face social connection in a safe public open space.
- Participant ages ranged from babies to people in their 80s.
- Local tutors and businesses used where possible.
- Two teachers donated more than 160 hours across the program.
- Volunteers helped with setting up and signing in participants, cleaning and sanitising materials, making vests for organisers, and creating social distancing measures.
- Across the five community houses, there were more than 1000 participants in the various activities - from boot scooting to bushwalking, yoga to jungle body, to tai chi and surf movement.

# Lorne Sculpture Biennale

Lorne Sculpture Exhibition Inc.



THEME SIX  
Arts and Creativity

**Grant funding: \$30,000**

**Total project cost: \$480,000**

**Project delivery date: October 2021 to June 2022**

**Organisers of the Lorne Sculpture Biennale had originally planned to hold their seventh incarnation of the event in October-November 2021.**

Ongoing COVID-19 related disruptions saw them postpone the Biennale until March-April 2022, so they could hold a COVIDsafe event.

Funding was provided to Lorne Sculpture Exhibition Inc. to help generate visitation to Lorne during an off-peak time of the year, and to promote the arts and creative sector.

**Cultural tourism is a key opportunity to attract overnight visitors, with about 60 per cent of people visiting for cultural reasons choosing to stay more than one night.**



Need



Strength-Based



Partnerships



Deliverable

## OUTCOMES

- The Lorne Sculpture Biennale in 2022 saw exceptional attendance.
- Sixteen sculpture precinct sites were created along the Lorne foreshore, showcasing works by a range of national and international artists.
- More than 60 artists took part in the broader program, which included a total of 81 workshops, performances or artistic experiences.
- The event engaged 100 volunteers over a three-week period.
- Forty-two per cent of respondents visited Lorne for the first time, with the same percentage also staying overnight.
- Ninety per cent stated they were either likely or very likely to visit Lorne again.

Full program

# 60%

of respondents travelled to Lorne specifically for the Biennale

# 80%+

extended their stay because of the event





THEME FIVE  
Robust and  
Diverse Economy

# Otway Wine Co-op

Dinny Goonan, “Heroes” Vineyard, Blakes Estate,  
Maluka Estate, Bellbrae Estate and Babeonorek Wines

**Grant funding: \$20,000**

**Total project cost: \$41,168**

**Project delivery date: September 2020 to September 2021**

Inspired by the challenges of the pandemic - including closed cellar doors and some wineries experiencing a reduction of up to 70% in sales - the co-op came together to promote their wines and the region collectively through the development of a website.



Time



Benefits



Partnerships



Deliverable

## OUTCOMES

- Legal framework for the co-operative established.
- New website developed to jointly market hinterland wineries with the capability to sell products.
- Digitally-based marketing campaign developed by local design and marketing company, including targeting of greater Melbourne and Geelong region.
- New brand for co-operative.
- Website design and functional new site.
- Photography and video production for wineries.
- Google display ad, YouTube video ad, and Facebook ad campaigns, resulting in more than 10,000 visits to the new website.

*“Having the Council support our vintners during this difficult time, gave us the confidence and finances to try a new approach and grow our market when hospitality was in lockdown.”* - Otway Wine Co-op

Image: Fluid Branding

# Portal

Surf Coast Shire Council



THEME SIX  
Arts and Creativity

**Grant funding: \$30,000**

**Total project cost: \$28,967 (\$1,033 returned to program fund)**

**Project delivery date: September 2020 to June 2021**

**Portal - an online arts festival featuring Surf Coast creatives - was a direct response to COVID-19.**

It recognised the crisis on the creative and community sectors. The Surf Coast impact was evident through the local surveying of almost 400 businesses, as well as Australian Tax Office and Department of Treasury and Finance data.

**Portal's primary aim was to encourage resilience and wellbeing through connection, collaboration and creativity - all while generating work opportunities for creatives. Portal created a new digital arts platform to showcase the local arts and creative sector.**



## OUTCOMES

- Provided paid work directly to the local creative industries sector through the employment of five part-time project officers, 10 creative industries professionals, and five artists as part of project delivery including 3 local photographers.
- Delivered two initial programs:
  - Creative Coalitions which invested in the development and delivery of a pilot program between Surf Coast artists and businesses to build ongoing mutually-beneficial partnerships. This was achieved through the delivery of art works, programs or products to enhance the business offer to the community.
  - Portal Street which showcased the unique identity of the Surf Coast Shire to visitors over the Easter period, providing incentive to 'linger' in pedestrian areas across Torquay, Lorne and Deans Marsh.
- Small business partnerships segued into an expressions of interest process to participate in the Creative Coalitions pilot project, and delivered:
  - Stabbs Butchery Mural, southern wall - Katrina Stabb (owner, Stabbs Butchery, Anglesea) and Deb Elliot (artist, Anglesea).
  - Weekend ephemeral art/weaving workshop on site at Countrywide Cottages - Di Schulze (owner, Countrywide Cottages, Bambra) and Caroline Hawkins (artist, Anglesea).
- Upskilled artists from across the community to share their expertise and skills via live-streamed panel sessions.
- Produced eight digitally delivered creative workshops.
- More than 2000 people engaged with Portal Street via the website in April 2021.



Delivered 16 artistically themed podcasts, studio tours and mentor sessions.

Community members enjoyed coming together to discuss and generate ideas with people and spaces that they had perhaps not thought about before.



THEME TWO  
A Healthy Connected  
Community



128  
active  
volunteers

## Riding Waves to Recovery

Ocean Mind

**Grant funding: \$18,260**

**Total project cost: \$18,260**

**Project delivery date: February 2021 to March 2022**

**Ocean Mind is a community surf movement creating therapeutic surfing programs. The charity started in 2016, piloting a UK-based surf therapy model created by The Wave Project.**

The aim was to combine mentoring, fun and surf to create life-changing experiences for young people experiencing mental health issues, social isolation and disabilities. They use an evidence-based model in helping young people who are experiencing difficulties to make them feel more accepted, positive and comfortable with their lives.

Encouraged by the results, Ocean Mind was established as a not-for-profit charity in Australia, based on the Surf Coast. The funding enabled Ocean Mind to help redesign the mentor training package, including specific training around trauma-informed practices.

Volunteers provided positive feedback about the increased knowledge they gained from the training.

## OUTCOMES

- Trained 115 community volunteer mentors.
- A total of 44 surf club sessions enrolled, with 81 first-time young people in their six-week swell programs.
- Supported 263 young people through Surf Club sessions.
- Supported community mental health initiative Ungrind Your Mind.
- Onboarded and trained five additional staff members.
- Delivered 1,481 hours of therapy assistance.
- An Ocean Mind staff member provided free Youth Mental Health First Aid training for all volunteers and the broader community.
- Created new relationships with local schools, including Surf Coast Secondary College, Lorne P-12, Bellbrae Primary School, Surf Coast College and Torquay Coast Primary School.
- A total of 128 active volunteers provided an estimated 20,000-plus hours of voluntary work.



Need



Partnerships



Strength-Based



Helping Recovery



Deliverable



Equity



THEME FIVE  
Robust and  
Diverse Economy

# Ripple Surf Coast sustainable businesses network

Ripple Surf Coast

**Grant funding: \$20,000**

**Total project cost: \$20,000**

**Project delivery date: 2020-2021**

**Founded during the COVID-19 lockdown of 2020, Ripple Surf Coast aimed to bring together businesses that were using their venture as a force for good and creating positive impact in the community.**

**As part of this, the businesses saw the value in achieving greater environmental, social and ethical outcomes as they rebounded from the depths of the pandemic.**

This need formed the basis of a new business group who collectively make an impact in the region, called Ripple Surf Coast. Funding was provided to establish governance and to provide marketing support.



Need



Time



Strength-Based



Benefits



Partnerships

## OUTCOMES

- A committee was formed in 2020, with the name, legacy, purpose and mission statement all developed.
- A marketing plan was created to promote the meeting, pitch parties and launch an awareness campaign.
- Ripple's inaugural meeting was attended by 137 businesses.
- Two breakfast events were attended by 80 people.
- Two pitch parties were attended by 250 people.
- A website and social media pages on LinkedIn, Instagram and Facebook were created.
- Broader support from existing likeminded business such as Patagonia, Rip Curl, Bellroy, Kathmandu, Bells Beach Brewery, Park Football, Zorali Outdoor, Project Gen Z and investors Simon Wright (InterValley Ventures), Rachel Yang (Giant Leap), Matt Vitale (Birchal) and Chad Stephens.

Full program



Image: Taylah –Lioness Creative

# Summer Shuttle Program - Torquay/Jan Juc

Surf Coast Shire Council



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$55,000**

**Total project cost: \$48,547 (savings of \$6,453 returned to program)**

**Project delivery date: December 2020 to January 2021**

**Council resolved to establish a free single-bus shuttle service for the 2020-21 peak summer season (26 December 2020 to 26 January 2021) in Torquay/Jan Juc.**

The purpose of the shuttle bus service was to aid COVID-19 recovery of the Torquay/Jan Juc community by:

- Reducing congestion.
- Improving the ability of residents and visitors to get around town in summer.
- Providing a convenient link to beaches and businesses, encouraging spending in the local area.

The service was conducted in partnership with stakeholders with just two weeks' lead time and during exceptional circumstances.



Need



Deliverable



Equity

## OUTCOMES

- The initiative delivered one carbon-neutral 24-seat bus with trailer.
- Ten drivers were employed for a total 64 shifts.
- Fifty two per cent of riders intended to visit beaches and businesses.
- Fifty one per cent chose to ride to reduce/avoid congestion.
- Sixty four per cent of riders were local residents.
- Thirty six per cent were visiting the area.
- Sixty one per cent were return users.
- Local employment opportunities for a local graphic designer, printing company and bus drivers.
- All nine objectives were met, with the exception of the overall number of riders achieved and the average loop time.

# 772

riders utilised  
the service.



The service ran daily from 10am to 6pm for 32 days, making 13 stops at key destinations throughout Torquay and Jan Juc.



THEME TWO  
A Healthy Connected  
Community

Full program

*“My girls had a great time and were so proud of themselves (and their bikes) after having learned how to change a tyre, adjust their brakes and replace their gear cables.*

*“It empowered my kids to feel like they can look after their own bikes.”*

- a participant's parent reflects on the program

## Surf Coast Bike Hub - delivering bike-related programs

Surf Coast Bike Hub

**Grant funding: \$12,330**

**Total project cost: \$12,330**

**Project delivery date: August 2021 to December 2021**

**In the early stages of the pandemic, people were avoiding public transport and instead using their private car, bike, or choosing to walk. Bicycle sales increased remarkably as it became a preferred mode of transport and an exercise outlet.**

Surf Coast Bike Hub is a newly formed entity - inspired by community bike hubs which emerged in direct response to environmental and social impacts, particularly as the impacts of COVID-19 continued.

**Using funding to deliver bike-related programs has positive environmental impacts through the reuse and repurpose of old bikes that would otherwise end up in landfill, and social impacts as it empowers community members to deliver bike education for all ages and abilities.**

## OUTCOMES

The Surf Coast Bike Hub partnered with the Footscray Bike Club, to;

- Donate more than 660 bikes to people in need.
- Repair and service over 2,400 bikes.
- Save more than 1,300 bikes from landfill
- Sell more than 560 second-hand bikes.
- Upskill young people to be able to repair their own bikes.

Providing three incursions to different schools in the shire gave bicycle educators and safety advocates a grand opportunity to connect with youth and begin the conversations around sustainable transportation, environmental sustainability, safe road use, health, and wellbeing, and fitness.



Need



Time



Helping Recovery



Partnerships



Deliverable

# Surf Coast Youth Survey

Surf Coast Shire Council Youth team



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$50,000**

**Total project cost: \$41,841 (\$8,159 savings returned to program)**

**Project delivery date: November 2020 to April 2021**

**According to Youth Affairs Victoria, “Young people in Victoria have been disproportionately impacted by COVID-19. They are facing rising unemployment, declining mental health and unprecedented interruptions to their education and lives.” Meanwhile the Australian Institute for Health and Welfare reported that between July and August 2020, 42% of young people aged 13 to 17 said the pandemic and its response had negatively affected their social connectedness.**

To help understand the local impact of the pandemic on young people, Surf Coast Shire Council's Youth team worked with Youth Gurus and a team of young adult co-designers from across the shire to bring the Surf Coast Youth Census to life. The group also managed its rollout during lockdowns and changing restrictions.

The youth census was the biggest single-data capture activity for young people aged 10 to 25 who live, work, study or play in the Surf Coast.

## OUTCOMES

- A comprehensive survey of Surf Coast Youth, which welcomed more than 1000 responses.
- Production of key findings and a research report investigating current local, state and national trends and data sets relating to young people.
- Forums and focus groups held in the four Surf Coast Shire wards to allow real time opinions to be heard while results were coming in via the online survey.
- An in-depth analysis of the questionnaire data and in-person forums and focus groups.
- A volunteer group of five young adults aged 20 to 25 working alongside Youth Gurus and Surf Coast Youth staff to co-design the project.
- The data being shared with key partners including secondary schools, community groups and other agencies to improve support for young people.



Need



Time



Equity

*The data is being used to develop the actions and strategic direction of Council's future work with young people to recover from COVID-19 over the next three years.*



# Trader associations: Business and Tourism Anglesea

Business Torquay



THEME FIVE  
Robust and  
Diverse Economy

**Grant funding: \$19,000**

**Total project cost: \$19,000**

**Project delivery date: January 2022 to December 2022**

**Business and Tourism Anglesea is a local tourism and traders association active in the local business community. COVID-19 highlighted the need for a more strategic direction for the Trader Association for its viability in the long term.**

Funding was used to develop 'Anglesea Looks Good On You', featuring two promotional videos to promote Anglesea to key target audiences.



Time



Strength-Based

## OUTCOMES

- Two promotional videos produced.
- Collection of digital content to use for future promotional opportunities.
- Twelve Anglesea businesses featured in video content.
- Implementation of a short burst video distribution campaign in winter featuring the two promotional videos to promote Anglesea as a destination to key audiences.
  - Reach: 45,857 people
  - Video impressions: 81,673
- Two strategic planning workshops and a two-year strategic plan developed.
- Rebranding via a networking launch event.
- Spring campaign developed.

Full program

Target markets were families and couples, and residents in Melbourne, Melbourne's western suburbs, Bendigo and Ballarat.



Image: Alex Shore

ANGLESEA SHOPPING VILLAGE



Image: Tim Marriage



THEME FOUR  
Sustainable Growth

# Trader associations: Aireys Inlet Tourism and Trader Association Allocation

Aireys Inlet Tourism and Traders Association

**Grant funding: \$12,000**

**Total project cost: \$12,000**

**Project delivery date: November 2020 to April 2021**

**Aireys Inlet Tourism and Traders Association (AITTA) strengthened the town's digital presence, launching various online campaigns that directed people to the Facebook page.**

As well as having an immediate impact, the campaigns - made with 16 businesses, three photographers and two social media influencers - built a media gallery that will be utilised for years to come.



## OUTCOMES

### Photography campaign

- Engaged three photographers to capture business, nature and lifestyle images.
- Tim Marriage photographed 15 businesses, enabling cross promotion on the Inspired By Surf Coast website, Australian Tourism Data Warehouse, and at visitor centres.
- Rebecca Hosking captured more than 100 images, used in social media and web promotions.
- Influencer Naomi Atherton promoted Aireys Inlet to 18,500 followers.
- Provided images to AITTA and local businesses.
- Marketing toolkits for 15 business were developed.
- Utilising its new images, AITTA was a finalist in the 2022 Top Small Town Tourism Award, coordinated by the Victorian Tourism Industry.

### Social media campaigns

- Delivered marketing campaigns on Facebook from 18 to 28 March and 13 to 25 April 2021, resulting in 15,017 website views.
- Engaged Instagram account Riley's Travels in April 2021 to create three family 'van life' posts. The campaign reached 108,075 people, resulting in 1,870 click throughs to the website.

### Eat, Play, Stay competition

- The Instagram competition ran from 25 March to 6 April, and offered participants a chance to win vouchers to eat, play or stay in Aireys Inlet.
- Sixteen businesses participated, donating 19 vouchers with a combined value of \$2,107.
- Eighteen winners secured vouchers worth \$150 each, along with a four-page Aireys Inlet promotional voucher.
- The campaign resulted in Aireys Inlet's Instagram increasing its followers from 1,100 to 1,800, while 2744 post likes and 1681 comments were also generated.



THEME FIVE  
Robust and  
Diverse Economy

# Trader Associations: Growing Winchelsea Trader Allocation Funding

Growing Winchelsea

**Grant funding: \$17,000**

**Total project cost: \$17,000**

**Project delivery date: June 2020 to March 2022**

The volunteer-led Growing Winchelsea helps give its community a united voice - precisely what it needed when the pandemic hit. The group used a survey (19 responses), and 41 phone and face-to-face discussions with local businesses to establish a suite of supports to be rolled out.



Need



Time



Strength-Based



Partnerships

## OUTCOMES

### General business support

- Fourteen promotions and profiles in The Winchelsea Star as part of a business support series.
- An online newsletter from an already-established email list, notifying small businesses tips and tricks at low or no-cost.
- Incentivized a higher response rate to the survey courtesy of a \$60 voucher to local café Sweet Thyme.

# Trader Associations: Commerce Torquay

Commerce Torquay

**Grant funding: \$23,000**

**Total project cost: \$23,000**

**Project delivery date: January 2022 to April 2022**

**Commerce Torquay describes itself as the voice of business in Torquay. It recognised a need to support local businesses to recover from pandemic impacts.**

Funding was used to develop a three-month social media campaign titled #WeLoveTorquay, publishing and sharing content across destination Surf Coast pages.



Time



Strength-Based

## OUTCOMES

- Generated awareness to businesses which were unable to individually undertake social media campaigns.
- Created a series of short vignettes featuring 24 local businesses in the 3228 postcode.
- Instagram followers increased 31.7 %, from 1,540 to 2,028.
- The total reach of the campaign was 131,000, made up of 90,000 Facebook users and 41,000 Instagram users.
- The creation of Facebook Business Manager has enabled future ad campaigns.
- Seven businesses engaged in a campaign to boost digital readiness, which included the offer of website and marketing photography packages.



THEME FIVE  
Robust and  
Diverse Economy



Full program

Image: Flip Switch Media



Image: Tim Marriage

# Trader associations: Lorne Ready For Anything Project

Lorne Business and Tourism Association



**Grant funding: \$29,000**

**Total project cost: \$29,000**

**Project delivery date: August 2020 to August 2021**

**Lorne Business and Tourism Association joined forces with the Committee for Lorne to develop a series of digital campaigns to promote Lorne as a visitor destination, following the first lockdown. The campaigns showcased Lorne as a whole, and also shined a light on numerous businesses.**



Time



Strength-Based



Partnerships

## OUTCOMES

### Local Business Marketing Toolkits

- Assisted 40 Lorne businesses in online promotion.
- Developed an EDM (Electronic Direct Mail) template with call-to-actions for each platform. Three emails were delivered to the database between August 2020 and August 2021, with an average open rate of 68.9% and average click through rate of 19.7%.

### Website

- Developed new Love Lorne website.
- Over a 12-month period, the landing page had 2,515 visits, 107 new subscribers and a click through rate of 4.4%.
- Optimised usability of the website by grouping content into categories: Stay, Eat, Play, Shop, What's On.
- Created 85 individual business listings, each with a summary, contact details, map and social media links.

### Social media

- Optimised @WeLoveLorne on Facebook, reaching an audience of 11,036 and engagement of 22,856 (comments, shares, reactions). Facebook growth spikes happened in line with promotional activity, as well as seasonal activity and lockdowns.
- Optimised #LoveLorne on Instagram, reaching an audience of 4,467 and receiving a total 40,308 likes and comments.

### Cheeky Mid Weekly

- Developed the Cheeky Mid Weekly campaign targeting mid-week visitation.
- Underpinned by a competition, the campaign was rolled out in off-peak times and during school terms.
- Of the 3,864 people who visited the competition entry page, 40% converted (1,552 entries). It resulted in 1,585 subscribers to the Love Lorne database.
- Created a social media competition in partnership with Lorne Hotel to drive awareness of Lorne in the May 2021 lockdown.

### A Little Love From Lorne

- Social media competition A Little Love From Lorne was held July 2021, attracting 1,324 entrants on Instagram and 262 entries on Facebook.
- Great Ocean Road Holidays grew from 5,083 to 5,291 fans (4.1% Instagram increase).
- Clothing store Vic and Bert grew from 14,500 to 14,700 fans (1.38% Instagram increase)
- Surf and streetwear label Ghanda grew from 321,000 to 327,000 fans (1.87% Instagram increase).
- Day spa Salt Air grew from 5,861 to 6,072 fans (3.6% Instagram increase).
- Independent bottle shop Lorne Cellarbrations grew from 430 to 661 fans (53.72% Instagram increase).

**Over 12 months the  
landing page had:**

**2,515** visits  
107 new subscribers



THEME TWO  
A Healthy Connected  
Community



## Ungrind your Mind

Ferne Millen

“Coming together having a yarn about the stuff that matters is where healing starts.”

- Ferne Millen

**Grant funding: \$7,600**

**Total project cost: \$10,600**

**Project delivery date: September 2021 to February 2022**

**Ferne Millen is a local professional artist, who has long held a passion for mental health. After completing the Casuarina Leadership Program with Surf Coast Shire Council, Ferne used her new skills to create a new event, called Ungrind your Mind.**

Engaging health care professionals, she created an event to help acknowledge, assist and care for those in our community experiencing mental health issues.



## OUTCOMES

- Brought together a high-quality event, creating a safe environment to discuss mental health challenges with panel discussions from:
  - Dr Michelle Morandin (clinical neuropsychologist)
  - Merrin Wake (LGTBIQ child and family practitioner and educator, and trainer at Blue Knot Foundation)
- Blake Edwards (youth services)
- Jules Haddock (Art of the Minds)
- Michael Alldis (Stand By),
- Matthew Williams (Bones MMA)
- Rachael Parker (CEO of Ocean Mind); and
- Keynote speaker Dawn O’Neil (ex-CEO of Beyond Blue and Lifeline).
- More than 120 people attended the event, with many more viewing the broadcast and video production remotely.
- Feed Me Surf Coast launched their Feed Me food van, named Gloria.
- Tree planting by Arizona Living gave participants a mindful activity.
- Yoga and African dance was an inclusive and alternative way to move the body and introduce breath work.
- Host Ocean Grind enabled the event to be held in a COVIDsafe manner.
- Twelve committee members dedicated about 240 hours of volunteer time.
- Media coverage before and after the event was provided by Times News Group.

# Wellness to Recovery

Jo Surkitt



THEME FOUR  
Sustainable Growth

**Grant funding: \$14,785**

**Total project cost: \$29,941**

**Project delivery date: February 2021 to August 2021**

**Wellness educator and practitioner Jo Surkitt knew the Surf Coast was in a valuable position to support tourism operators on the back of lockdowns and pandemic insecurity.**

And so she launched a pilot wellness program, which provided a targeted response to increase the exposure to the Surf Coast and its health and tourism industries, while directly supporting more than 10 local businesses.

It came on the back of Great Ocean Road Regional Tourism estimating that between 1,500 and 2,000 jobs were lost in the Surf Coast as a result of the pandemic, with the wellness sector forming part of the analysis.



Need



Time



Partnerships



Deliverable

## OUTCOMES

- Creation of marketing, online platform and bookings for wellness packages with 18 local wellness-related businesses including four-day Great Ocean Road Getaway, and two-day Surf Coast Escape.
- Suite of 858 photos and video footage distributed to businesses for social media and website material.
- Marketing supported 10 written media articles, two podcasts, one radio promotion and one TV promotion.
- An Anglesea accommodation businesses continued collaboration and expanded its wellness offers.
- Several businesses attended the Victorian Tourism Conference, connecting with new suppliers, agents and tourism bodies which later conducted industry familiarisation tours.
- Partnerships created with Great Ocean Road Regional Tourism.
- Applicant invited to join a new national initiative that promotes wellness in key tourism regions, supported by Tourism Australia.

Full program



Image - Indie Lane photography



THEME TWO  
A Healthy Connected  
Community



# Winchelsea Primary School sensory garden

Winchelsea Primary School

**Grant funding: \$50,000**

**Total project cost: \$85,000**

**Project delivery date: June 2021 to July 2022**

**The need to support students, especially with their mental health recovery, became paramount as the pandemic progressed. Sensory gardens are designed to stimulate the senses and to boost physical activity.**

Sensory gardens can be beautiful and inclusive places to relax, regulate, meditate, contemplate, talk and learn. They also provide a space to promote and teach positive physical, social and emotional health, and allow a space for students and staff to conduct activities that support the ongoing wellbeing of students at Winchelsea Primary School.

The project was also supported by the Australian Government's Local Schools Community Fund, Bendigo Bank, and the local community.

## OUTCOMES

- Engaged a local landscape architect for concept design.
- Engaged a local landscape contractor to undertake construction of the sensory garden.
- The planting of trees and vegetation welcomed the assistance of 120 students.
- The Sensory Garden is now open for community use and future school programming, to include sensory garden activities.
- Council grant leveraged:
  - Lions Club donation of sandpit toys valued at \$500+
  - Winchelsea community fundraising contribution of \$5,000
  - Australian Government Local Schools Community Fund allocation of \$10,000
  - School contribution of \$20,000.



Need



Time



Strength-Based



Benefits



Partnerships



Deliverable



Equity

# YMCA Skate to Recovery

YMCA Action Sports



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$47,699**

**Total project cost: \$87,138**

**Project delivery date: June 2021 to May 2022**

**With schools closed and many sports cancelled, young people were disproportionately affected by COVID-19 restrictions**

**Skate to Recovery via the 'All Aboard' program is an inclusive and accessible project providing children and young people the opportunity to learn and build skills in skateboarding.**

Led by YMCA Action Sports which hosts programs across Australia, this project empowered local young people to facilitate community skate parks events across Torquay, Lorne, and Winchelsea and develop a love of skateboarding. The workshops were led by experienced instructors to create a fun environment that involved games and a social focus.

Each session generally ran for an hour and accommodated up to 25 people at a time, from beginners to intermediates.



Need



Time



Strength-Based



Benefits



Partnerships



Deliverable

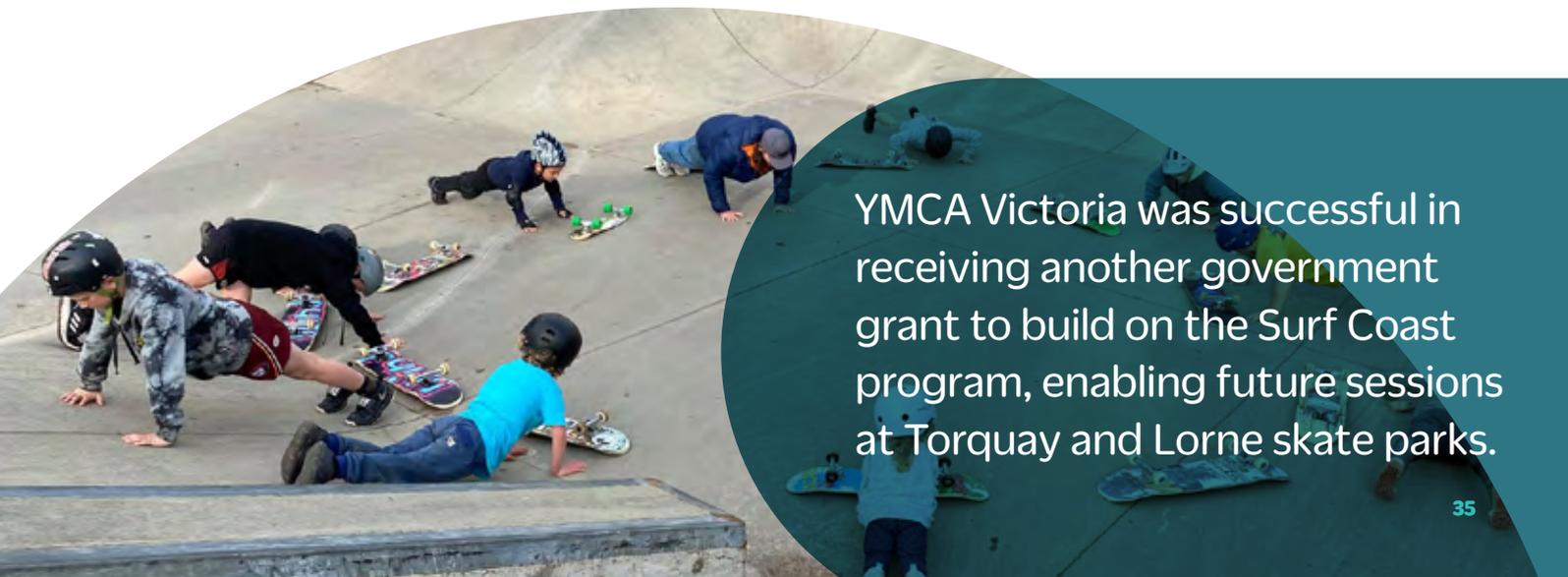


Equity

## OUTCOMES

- The Surf Coast Skate Park Activation Project created six new jobs across the municipality by empowering local young people to facilitate community skate parks events across Torquay, Lorne, and Winchelsea.
- YMCA had 137 unique participants attend the All Aboard Skateboarding Sessions in the 'Skate to Recovery' program, of which:
  - 48% were female.
  - Seven people identified as Aboriginal or Torres Strait Islanders.
  - Twenty chose "No, English is not my first language." It was encouraging to have a reasonable proportion of the culturally and linguistically diverse (CALD) community getting involved, over 14%.
- In total, YMCA delivered:
  - A total 45 All Aboard Skateboarding Sessions
  - Four Skate Park League events
  - Upskilled six people through the coaching course.
  - Provided 494 participation opportunities for children, with 36% being female.
- YMCA is seeking to engage via YMCA Anglesea camp to make connections through Action Sports with local indigenous communities in the Surf Coast.

Full program



YMCA Victoria was successful in receiving another government grant to build on the Surf Coast program, enabling future sessions at Torquay and Lorne skate parks.

Image: Surfinitly



*“Participating in this program gave me the understanding and confidence to start putting myself first”.*

*- #IAMWORTH participant*

# #IAMWORTH

Red Pencil Consulting



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$14,850**

**Total project cost: \$14,850**

**Project delivery date: September 2021 to May 2022**

**Torquay business and career mentor Tatiana Cross has made it her mission to show women how they can step into their self-worth and value.**

She is the founder of Red Pencil Consulting - a business that draws on her experience as a participant in the Fortune 500-US Department of State Global Women's Mentoring Partnership program.

Funding was used to inspire women in a three-month #IAMWorth program to be the highest version of themselves and grow in confidence after being exacerbated by the pandemic.

**It focused on women between the ages of 25 to 55, supporting them to re-connect with community via workshops, guest speakers, training sessions and recreational classes.**



Need



Time



Strength-Based



Helping Recovery



Equity



Partnerships

## OUTCOMES

- Created a safe space where women were able to speak freely about how the pandemic had affected them, their mental health, their careers and family lives.
- Due to a limitation in numbers, the #IAMWORTH program combined with a Surf Coast Migrant Women program to provide further opportunities to both groups.
- The program delivered:
  - two workshops
  - three mentoring sessions including walk and talk sessions
  - four supporting vignettes created for online workshops.
- Red Pencil partnered with
  - Surfinitly Media
  - Thomas Murray Photography
  - Reem Alsh Art School and
  - Social Media Tribe (social media marketing).
- Despite strong advertising the overall attendance did not meet the project deliverer's initial expectations.

Full program

Image - Surfinitly



# Rapid Response Projects

From supporting people who were vulnerable and isolated, to capturing a moment in history as the pandemic unfolded - the projects were varied and assisted the community in its incredible ability to come together and be adaptive to help those around them.

*The result? A heartwarming program to foster a thriving, connected, healthy community.*

Image: Margaret Lacey

# Rapid Response Projects

A weekly assessment of applications for \$5,000 or less meant these recipients received speedy support.



| Grant                                    | description  | amount          | page      |
|--|--|-----------------|-----------|
| <b>Adopt a Worker</b>                    | Supporting Lorne Business and Tourism in seeking accommodation for hospitality workers, and other industries, over summer.     | \$5,000         | <b>40</b> |
| <b>Aireys Primary School Care Card</b>   | Students to produce personalised affirmation cards to support mental health.   | \$1,600         | <b>41</b> |
| <b>Angair</b>                            | Digitising the 50th anniversary of Angair nature show.   | \$4,960         | <b>43</b> |
| <b>Anglesea Community Network</b>        | Funding a facilitator for a COVID-19 response discussion in Anglesea.  | \$1,800         | <b>44</b> |
| <b>Anglesea Men's Shed Check-in iPad</b> | A dedicated check-in iPad to assist in contact tracing.  | \$773           | <b>44</b> |
| <b>Anglesea Movie Club</b>               | A local movie club to enhance community connection.  | \$1,681         | <b>45</b> |
| <b>B-Alternative Waste Audits</b>        | Waste audit of 10 local businesses, to find alternatives to managing landfill.   | \$5,000         | <b>46</b> |
| <b>Billabong place making</b>            | Winchelsea billabong walk to incorporate a seat and picnic table, for those exercising outdoors in restriction periods.        | \$3,698         | <b>47</b> |
| <b>Cooked youth documentary</b>          | Documentary from young filmmaker exploring how youth navigated the pandemic.   | \$5,000         | <b>47</b> |
| <b>COVIDsafe event signage kits</b>      | A suite of signs, hygiene stations, and other collateral for COVIDsafe event delivery.   | \$4,456         | <b>48</b> |
| <b>COVIDsafe Marquee Registration</b>    | A registration marquee to support Geelong and Surf Coast Cycling Club to manage the COVIDsafe movements of members.            | \$2,488         | <b>49</b> |
| <b>Deans Marsh Festival Stand</b>        | Due to COVID-19 disruption on this project, financial aid to complete the community space.                                     | \$5,000         | <b>50</b> |
| <b>Farm Gate Project</b>                 | Deans Marsh Primary School initiative to decorate farm gates and art installation for community connection.                    | \$5,000         | <b>51</b> |
| <b>Help Feed Me Surf Coast</b>           | Torquay Lions and Feed Me Surf Coast pilot initiative, to support the delivery of meals during initial 2020 lockdowns.         | \$4,999         | <b>52</b> |
| <b>Men's Shed Singers</b>                | Purchase of equipment to pivot to outdoor entertainment and recording, for aged care performances.                             | \$3,729         | <b>53</b> |
| <b>Resurfacing Mental Health Program</b> | A month-long program of mental health initiatives to support families to increase parenting capacity.                          | \$4,127         | <b>54</b> |
| <b>Return to Patrol</b>                  | Anglesea Surf Life Saving Club initiative with fellow local clubs to train leaders in mental health and COVIDsafe settings.    | \$3,727         | <b>55</b> |
| <b>Sharing the Love Lorne</b>            | Harvesting daffodils from a local flower farm to Lorne residents.  | \$5,000         | <b>57</b> |
| <b>Shop Local Campaign, Anglesea</b>     | Promoting local businesses via social media, to encourage local and metropolitan spend.  | \$5,000         | <b>58</b> |
| <b>Surf City Music Festival</b>          | An online and in-person event to showcase local talent and foster connection.  | \$5,000         | <b>59</b> |
| <b>Surf Coast Toy Library</b>            | To meet a growing need for improved service delivery of toys and registrations.  | \$1,000         | <b>60</b> |
| <b>The 5Cs for mental health</b>         | A promotional activity during Mental Health Month, featuring a colouring competition of Starfish Mandala and other activities. | \$5,000         | <b>61</b> |
| <b>Torquay Food Aid</b>                  | Upgrade of refrigeration to meet demand for meal assistance.   | \$5,000         | <b>62</b> |
| <b>USA Computer Upgrade</b>              | A dedicated office computer, to assist in increase in membership since the pandemic.   | \$2,878         | <b>63</b> |
| <b>Total Rapid Response grants</b>       |  | <b>\$91,916</b> |           |

# Adopt a Worker Lorne

Lorne Business and Tourism Association



THEME FOUR  
Sustainable Growth

**Grant funding: \$5,000**

**Total project cost: \$13,970**

**Project delivery date: 31 March 2022**

**The extreme shortage of accommodation for workers in Lorne led to an initiative by Lorne Business and Tourism Association to encourage the local community to adopt a worker for the busy summer period. Doing so would enable businesses to open with enough staff and subsequently provide sought-after services by the community.**

The call to adopt a worker was time critical, as the peak summer period approached. The project was significantly hindered by the onset of the Omicron wave in January 2022, resulting in property owners being unwilling to provide accommodation.



Need



Time



Partnerships

## OUTCOMES

- Five accommodation providers secured, offering eight workers accommodation.
- Founding community champions established to build on in future years.
- A greater awareness by permanent and non-permanent residents of the opportunity to support local businesses through the program with suitable accommodation.
- A database of potential accommodation availability developed.
- Advocacy to government at a state level on the accommodation issue.
- Created positive business sentiment during the summer period.
- Engagement and consultation with all stakeholders including businesses, community organisations and various government agencies (i.e. Great Ocean Road Regional Tourism, Great Ocean Road Coast and Parks Authority, and Council).



*“This project offers us an opportunity to be able to place a small number of our workers in accommodation which would be greatly appreciated”.*

*-Luke Nisbet, Live Wire Park*

*A mindful, creative,  
emotional wellbeing activity  
for local Aireys children.*



THEME TWO  
A Healthy Connected  
Community



Rapid response

## Aireys Inlet Primary School Care Cards

Julia Clarke - Aireys Inlet Primary School Parents and Friends member

**Grant funding: \$1,600**

**Total project cost: \$3,550**

**Project delivery date: 29 July 2022**

**With Victoria experiencing repeating lockdowns due to the pandemic in 2020 and 2021, students reported feeling disconnected from their peers and community.**

The care cards project was focused on improving positive mental health for students. It encouraged open discussions around emotional wellbeing, and the sharing of tools and ideas to maintain and improve mental health.

Students created their own affirmation statement on coloured cards. The initiative incorporated the benefits of art and mindfulness to improve focus and to help reduce anxiety and increase self-esteem and awareness.

## OUTCOMES

- A positive project which can be shared with the wider community to support mental health.
- A tangible, sustainable and ongoing project.
- An opportunity at assembly for the students to eagerly explain what affirmations are, why positive self-talk is important, and how they can manage their emotions by using breathing exercises and affirmations to help find balance and react differently.
- The benefits have been expressed by parents who have mentioned the positive impact of the cards at home.
- The project was shared via student connection, and via media and social media.



Time



Strength-Based



Helping Recovery



Benefits



*3,473 unique visitors to the website, 150 photo competition entries, and 299 poetry flipbook views.*

Image - Margaret Lacey

# Angair digital nature show

Angair



THEME THREE  
Environmental  
Leadership

**Grant funding: \$4,960**

**Total project cost: \$5,196**

**Project delivery date: August 2020 to November 2020**

Local conservation group Angair (Anglesea, Aireys Inlet Society for the Preservation of Flora and Fauna) was determined to celebrate the 50th anniversary of its renowned wildflower show. And it did, pivoting to an online event during the pandemic in 2020 so the annual show could still be enjoyed.

## OUTCOMES

- Website and digital platform
- Developed a new website showcasing five key themes: Wonder, Explore, Learn, Create and Play.
- Developed a free YouTube channel to host videos.
- Created six thoroughly-researched self-guided local spring walks, receiving 5,800 views and 194 downloads.
- Completion of a project identifying environmental weeds and possible replacement plants.
- Two wildlife exposure sessions, attracting 25 participants.



Need



Time



Strength-Based



Helping Recovery



Benefits



Partnerships



Deliverable



Equity

Rapid response



# Anglesea Community Forum

Anglesea and District Community Bank,  
and Anglesea Community Network



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$1,800**

**Total project cost: \$3,470**

**Project delivery date: August 2020 and October 2020**

The Anglesea Community Forum welcomed community groups and members to collaborate on a local COVID-19 response. The funding enabled organisers to hire an independent facilitator to lead two online workshops, which 59 people participated in.



## OUTCOMES

- Delivery of two professionally facilitated forums for the Anglesea community.
- Completion of Anglesea community forum 2020 report.
- Key recovery and resilience measures identified.
- Vulnerable people felt connected and supported, with meals, phone calls, and technical assistance to access Zoom.
- Local sports clubs promoted and discussed mental health challenges.
- Information gained via the forum has subsequently been used by community groups when applying for grant funding from Regional Development Victoria, as it clearly demonstrates the effects of the pandemic and the identified response by community.
- Several programs have developed from the forum, such as Anglesea Movie Club for locals including older people.

# Anglesea Men's Shed QR Kiosk

Anglesea Men's Shed

**Grant funding: \$773**

**Total project cost: \$773**

**Project delivery date: July 2021 until check-in mandate ended**

Using smartphone cameras became the preferred method for state government contact tracing during the initial stages of COVID-19. However numerous older citizens were unsure how to scan a QR code without guidance. Anglesea Men's Shed provided an iPad to support its members on venue check-ins, and to provide them with a confidence boost on using the technology.



## OUTCOMES

- Purchase of iPad with cover and screen protector, enabling effective contact tracing requirements to be implemented.
- Fourteen month prepaid data subscription to allow the men's shed to connect the iPad to the internet.



THEME TWO  
A Healthy Connected  
Community



THEME TWO  
A Healthy Connected  
Community



Rapid response

# Anglesea Movie Club

Anglesea Movie Club

**Grant funding: \$1,681**

**Total project cost: \$1,681**

**Project delivery date: June 2021 to October 2022**

**Anglesea Movie Club was created during the pandemic to provide the communities of Anglesea, Aireys Inlet and surrounds an opportunity to gather for social connection post lockdowns.**

The initiative - raised at the Anglesea Community Forum to discuss COVID-19 issues and opportunities - meant locals could enjoy being social in a COVIDsafe way, while viewing a movie in the newly-equipped Anglesea Memorial Hall on the third Friday of the month.

It was about shaking off two years of no movies and immersing attendees in an experience of joy and connectedness, using the new visual and sound technology.

## OUTCOMES

- Isolation was a concern during the pandemic. Getting together in a COVIDsafe environment to enjoy popular movies enhanced the community connection.
- The committee received numerous compliments and thanks from attendees. A theme has been that older people enjoy socialising for an hour over a light supper, before the movie begins.
- Another common compliment is the benefit of being able to meet up locally, and not having to travel to see a movie.
- A membership level of 173 was achieved.
- Attendances to movie nights ranged from 63 to 110.



Need



Time



Equity



THEME THREE  
Environmental  
Leadership

Organic waste  
diverted from landfill:

**717kg**

## B-Alternative Waste Audits and compostable options

### B-Alternative

**Grant funding: \$5,000**

**Total project cost: \$5,000**

**Project delivery date: December 2020 to February 2021**

**A Sustainability Victoria report found 20% of 540,000 tonnes of kerbside recyclables went to landfill between July 2020 and May 2021 - a three per cent increase compared to the long-term average.**

While takeaway food containers and parcel delivery wrapping were often being put in the wrong bin, local businesses were also spending more on packaging as BYO cups and containers were being turned away due to the uncertainty of how COVID-19 spread.

Environmental consultancy group B-Alternative undertook 10 waste audits at different venues across the shire, to help educate the community on waste reduction and resource recovery.



Need



Time



Equity

## OUTCOMES

- Delivery of 10 waste audits at different venues within the Surf Coast Shire.
- Production of individual reports detailing outcome of the waste audit, and recommendations on how the venue could reduce waste, increase resource recovery and lower costs.
- Compostable packing items supplied: 26,400.
- Five clients engaged on a continued basis to further reduce waste.
- A Torquay cafe reduced 50% of waste from landfill since implementing their pick up organic waste initiative.
- A Torquay cafe implemented a new organics waste stream, diverting organics from landfill.

# Billabong Placemaking Project

Growing Winchelsea



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$4,500**

**Total project cost: \$3,698 (\$802 savings returned to program)**

**Project delivery date: 2020-21**

Growing Winchelsea identified a popular spot near the Barwon Water Waste Water Treatment Plant which proved popular for walkers who were enjoying nature during lockdowns. Located near a billabong area, the spot didn't provide somewhere for walkers to rest, so the grant enabled seating,



Need



Time



Strength-Based



Equity

## OUTCOMES

- Improved the amenity and connectivity of an informal recreation area through the installation of seating, tables and picnic shelter.
- Provided additional infrastructure to encourage people to walk and exercise, experience nature, and connect with friends and neighbours in a COVIDsafe environment.
- Potential long-term benefits including improvement in local health and wellbeing, and creating a place for people to meet and connect.

## Cooked

Ellie Cheeseman

**Grant funding: \$5,000**

**Total project cost: \$6,500**

**Project delivery date: 2020**

Surf Coast filmmaker Ellie captured fascinating insights from young people as they navigated the COVID-19 pandemic in mid-2020.

The film and documentary featured both South Australian and local youngsters, including a group of Torquay neighbourhood friends who shared through their own rap song "life will never be the same, after all that lockdown and pain".

The Council funding was supported by \$1,500 from Country Arts SA.



Need



Time



THEME SIX  
Arts and Creativity

## OUTCOMES

- Support for an emerging creative artist.
- Sharing pandemic reflections from more than 25 young people, aged 3 to 18.
- A short-film and documentary, both published on YouTube.

[www.youtube.com/watch?v=vAdQNFbI93g](https://www.youtube.com/watch?v=vAdQNFbI93g)

Rapid response



THEME FIVE  
Robust and  
Diverse Economy

*Feedback received from event organisers confirmed the kits reduced the stress and financial pressure of adhering to COVIDsafe Event Plans.*

More than  
**30 events**  
used the COVID-19  
Event Kits at the  
time of acquittal.

## COVIDsafe event kits

Surf Coast Shire Council Events team

**Grant funding: \$4,456**

**Total project cost: \$6,724**

**Project delivery date: November 2020 to March 2021**

**Between lockdowns and into 2022, events required assistance to get back up-and-running in a COVIDsafe way. This included a COVIDsafe plan on how to keep people safe, with measures such as sanitising stations and social distancing advice.**

Surf Coast Shire Council's Events team - which plays an integral role in connecting community and supporting businesses - rolled out COVIDsafe event kits. Rather than having each event organiser create their own safety kits, the universal design helped reduce waste and meant that consistent messaging was used across events, providing reassurance for participants.



Need



Time



Strength-Based



Equity

## OUTCOMES

- Event Kits developed which included:
  - A-frames with COVID-19 messaging x 10
  - mobile hand sanitising stations x 10
  - signage for sanitising stations x 10
  - anti-bacterial wipes x125
  - digital thermometers x 4
  - people counters x 4
  - sand bags (10kg) x 16
  - bunting (50m) x 5
  - bollards x14
  - digital assets with COVID-19 messaging.
- In the initial weeks, more than 30 events used the COVID-19 Event Kits at the time of acquittal.
- Feedback received from event organisers confirmed the kits reduced the stress and financial pressure of adhering to COVIDsafe Event Plans.

# COVIDsafe Marquee Registration

Geelong and Surf Coast Cycling Club



THEME FOUR  
Sustainable Growth

**Grant funding: \$2,488**

**Total project cost: \$2,666**

**Project delivery date: February 2021 to April 2021**

Exercise and the ability to social distance meant that some activities could continue during the pandemic, but needed assistance to be COVIDsafe. Geelong and Surf Coast Cycling Club purchased event support equipment including a marquee, sanitisation station and signage, to help retain its road cycling events in the Surf Coast and greater Geelong regions.

## OUTCOMES

- Ability for small scale cycling events to continue to be staged outdoors.
- COVIDsafe protocols adhered to.
- Increase in participation and club membership.
- Community connection in COVIDsafe settings.
- Enabled 100 hours of volunteer time from 10 volunteers each week.



Need



Strength-Based



Helping Recovery

Rapid response





THEME TWO  
A Healthy Connected  
Community

# Deans Marsh Festival Stand

Deans Marsh Community Project Committee

**Grant funding: \$5,000**

**Total project cost: \$137,861**

**Project delivery date: April 2021 to July 2021**

**A place for local talent to shine, for sharing country hospitality, for people to have a rocking good time, and a home away from home – these are just some uses of the Deans Marsh Festival Stand.**

The pavilion project was forced to pause due to increasing construction costs as a result of COVID-19. The pandemic also reduced fundraising capacity and the ability for the project working group to meet regularly.

When quotes were finally received, there was a \$15,000 shortfall. It put completion of the project at risk, with the rapid response grant helping to ensure the project would be realised by the Deans Marsh community.



Need



Time



Strength-Based



Helping Recovery



Benefits



Partnerships



Deliverable



Equity

## OUTCOMES

- Completion of a community festival stand to enable more Deans Marsh community events.
- Construction of project tendered locally, directly benefiting Deans Marsh community.
- Partnership between Powercor and Bambra Agroforestry Farm to source and customise construction materials.
- Relationship developed with The Gadubanud Traditional Owners family group, to work together to deliver arts and cultural activities in the future.
- Widespread community re-connection for Deans Marsh Cricket Club, Deans Marsh Cottage, Spark creatives, participants from disability service provider GenU, and casual visitors to the reserve.
- Community re-connection also fostered through events such as Music@TheMarsh, Deans Marsh Dog Trials, Orchestral Manoeuvres in the Marsh Rock Choir, Deans Marsh Festival and Deans Marsh Primary School concert.
- Volunteer involvement made up of:
  - Project manager and treasurer: 1,000 hours over three years.
  - Committee of six with weekly meetings: 360 hours over 1.5 years.
  - Rustic Power Poles, sourced, delivered and milled: \$5,000 in-kind donation.
  - Landscaping and site clearing works: 50 hours.

**Total volunteer hours:**

# 1410





THEME SIX  
Arts and Creativity

Rapid response

# Farm Gate Art

Deans Marsh Primary School

**Grant funding: \$5,000**

**Total project cost: \$5,000**

**Project delivery date: August 2020 to December 2022**

**As restrictions eased, our communities were looking for ways to re-engage and reinvigorate their townships.**

Deans Marsh Primary School and local artist Veronica Philips teamed up to deliver a community-inspired program to aid recovery post-lockdowns and encourage visitors to Deans Marsh.

Farm Gate Art is a community project designed for local farm properties, to enhance their entrances, gateways and letterboxes following ceramic tile and carvings workshops. The project also featured a woven willow enchanted entrance to Deans Marsh playground.

## OUTCOMES

- Willow weaving, ceramic tile and lantern-making workshops held.
- Several farm gate projects completed using recycled materials and hay bales.
- Facebook page attracted 258 followers.
- Completion of willow woven playground project titled Enchanted Entrance.



Helping Recovery



Partnerships



Equity



THEME TWO  
A Healthy Connected  
Community

# Help Feed Me Surf Coast

Torquay Lions Club

**Grant funding: \$4,999**

**Total project cost: \$10,541**

**Project delivery date: August 2020 to March 2021**

**Torquay Lions Club believed the pandemic was the perfect opportunity to put their motto “we serve” into action.**

According to VicHealth, one in four Victorian families were left to rely on unhealthy food due to home budget pressures in the first lockdown. There was also a dramatic increase in accessing meal assistance locally, so the Lions teamed up with Feed Me Surf Coast to deliver food to people in need via about 30 volunteers.



## OUTCOMES

- Up to 120 food boxes were delivered by up to 12 vehicles each week.
- On average, 18 volunteers were involved each week.
- Uncovered a range of other people in need, over and above the targeted families with children. It included international students, asylum seekers, backpackers and older people who were impacted by the pandemic.
- Provided opportunity for young people working in the food warehouse to collaborate with older people - the Lions members.

*Uncovered a range of other people in need, over and above the targeted families with children.*



# Men's Shed Singers' Microphones and Speakers

Torquay Men's Shed



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$3,729**

**Total project cost: \$3,729**

**Project delivery date: 2020-21**

**Torquay Men's Shed offers men an opportunity to work on a variety of meaningful projects and activities, including the Men's Shed Singers.**

The ability to purchase microphones and amplification equipment meant the singers were able to continue their performances in a COVIDsafe manner.



Strength-Based



Helping Recovery



Benefits



Partnerships



Equity

## OUTCOMES

- Produced videos for aged care homes and other community groups in the wider region during lockdowns, when in-person performances were not permitted. Venues included Torquay's Star of The Sea, Calvary Elouera, Ocean Mist, Calvary Roccoco in St Albans Park, McKellar Centre in Geelong and Ingenia Gardens in Grovedale.
- Enabled performances at end-of-year functions for community groups, member funerals and wakes, citizenship ceremonies, Torquay Cowrie Market and Art of the Minds Festival.

Rapid response



Image: Times News Group

# Resurfacing

Surf Coast Shire Council Community Strengthening team



**Grant funding: \$5,000**

**Total project cost: \$4,127 (\$873 savings returned to program)**

**Project delivery date: October 2020 to November 2020**

Lockdowns presented challenges for young families, including financial, physical and mental health concerns, and social isolation. Some parents feared the pandemic would have long-term effects on their children's mental health.

**There was an identified need to support young families to navigate how to respond to the increased stress and uncertainty, and to know where to reach out for support.**

At the height of the pandemic, Council's Coordinator for Child and Family Health worked in partnership with community and agencies to deliver an online awareness project - titled Resurfacing - to improve awareness and access to all available services.



## OUTCOMES

- Increased health literacy of parents in regards to their own mental health, and their children's.
- Increased awareness of local supports and services available to support parent and child mental health.
- 284 online registrations for sessions, including:
  - Mental health in primary school years, navigating support services and the system.
  - Mental health in primary school years, practical strategies for supporting kids.
  - Food and mood for adolescents.
- Seventeen attendees participated in pram walks across the shire.
- Two of the featured services (Mums Matter and Cranstoun Psychology) reported increases to their service hours.
- According a survey, 98% of respondents found the session/s helpful.

*“I had no idea what to do with a suspected mental health challenge, and this was really helpful. I now know what we should do as next steps.”* -Participant



THEME TWO  
A Healthy Connected  
Community



Rapid response

# Return to Patrol and COVID Protocols

Anglesea Surf Lifesaving Club

**Grant funding: \$4,727**

**Total project cost: \$3,727 (\$1,000 savings returned to program)**

**Project delivery date: October 2020 to December 2020**

A training program that ensured volunteer lifesavers were both physically and mentally prepared to commence patrols and support the community for the 2020-21 summer surf season. Part of the upskilling included learning COVID-19 protocols to help deal with crowds, as well as team building, leadership, and mental health training.

## OUTCOMES

- Collaboration between three surf clubs - Anglesea, Fairhaven and Torquay - to deliver up-to-date training for volunteer leaders.
- Nine participants in the virtual training session.
- Delivered four-week mindfulness and resilience program for patrol leaders.
- Delivered leadership workshop focused on team values, culture and connection.



Need



Time



Strength-Based



Benefits



Partnerships



*Social media stories reached 120,000 people with about 4,000 engagements (comments, likes, shares).*

# Sharing the Love Lorne

Lorne residents, a local daffodil farmer,  
and Lorne Business and Tourism Association



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$5,000**

**Total project cost: \$5,903**

**Project delivery date: August 2020**

**A COVIDsafe event that spread joy through the picking, bundling and delivery of about 10,000 locally-grown daffodils to every occupied home in Lorne.**

The flower power brightened up the days of residents, many who might have been experiencing isolation and sadness as the uncertainty and fear of the first lockdown hit hard.



Need



Time



Strength-Based



Deliverable

## OUTCOMES

- Partnership between residents and local businesses.
- Distribution of more than 10,000 daffodils to more than 800 houses in Lorne.
- Introduced a young audience to volunteering.
- Created a strong sense of community spirit, reducing isolation.
- More than 50 volunteers, many young and volunteering for the first time.
- Community pride and connection.
- Received national exposure with an ABC radio Drive program interview (average audience 41,000), ABC online article and follow-up story.
- #WeLoveLorne social media posts reached an audience of about 15,000, with only about 25% existing followers.
- Surf Coast Times three-page feature story.
- Story also appeared on 3CS Colac radio, Colac Herald, ABC Perth, and various online media.

Rapid response





THEME FIVE  
Robust and  
Diverse Economy

# Shop Local – The Anglesea Way project

Business and Tourism Anglesea (BATA)

**Grant funding: \$5,000**

**Total project cost: \$10,000**

**Project delivery date: September 2020 to January 2021**

**A local professional social media/marketing team provided strategic marketing assistance and management for 'Anglesea Shop Local'. The Business and Tourism Anglesea-initiated campaign was in response to COVID-19 restrictions, with the aim to increase the profile and profitability of businesses including sharing information for retailers who do not have a social media presence.**



Need



Strength-Based



Benefits



Partnerships



Equity

## OUTCOMES

- Implemented six-month digital-focused marketing campaign.
- Developed 'Meet the Local' shopkeeper interviews and social media posts to profile local businesses to a broader market, including metropolitan Melbourne.
- Significantly updated imagery via a half-day photography session.
- Profiled more than 30 Anglesea businesses
- Leveraged a further \$5,000 contribution from BATA.
- Increased campaign reach capabilities from 3,000 to 45,305.
- Developed hard copy brochure, subsequently mailed to almost 2,000 households promoting more than 30 local businesses.
- Helped generate a sense of pride, built local unity, attracted new shoppers, and helped keep Anglesea retailers front-of-mind through storytelling.

ANGLESEA - 3230

THANK YOU  
for shopping  
LOCAL

Increased Facebook  
page followers  
from 430 to

**866**  
**>101%**



THEME SIX  
Arts and Creativity

Rapid response

# Surf City Music Festival

Chris Hay, founder of Wave Music

**Grant funding: \$5,000**

**Total project cost: \$10,830 (includes \$5,830 in-kind)**

**Project delivery date: October 2020 to December 2020**

**The music industry was hit hard by the pandemic, with live performance revenue the biggest casualty. The impact of no local gigs extended beyond the artists, as community members were unable to watch, listen and connect through live music.**

Surf City Music Festival was an opportunity to celebrate musicians in a safe and respectful manner, boosting morale of the arts sector and lifting the spirits of those who love live music.

The event was originally only an online streaming event, however the timing was fortunate as the festival was able to simultaneously run in-person due to restrictions easing.

## OUTCOMES

- Delivered sold-out events, both the live stream and in-person festival at Bells Beach Brewing.
- Australian National Surfing Museum hosted 30 local music students.
- Three charities supported, including \$500 for local and external Indigenous groups respectively.
- Four local music teachers volunteered their time, with the value of the group's in-kind support exceeding the cash value of equipment, mentoring and delivery of event.
- Confidence boosted for young local musicians due to online audience.
- Participating Indigenous musicians later secured performances at other venues.



Time



Strength-Based



Partnerships



Deliverable



Equity



THEME TWO  
A Healthy Connected  
Community



*Awarded Top  
Volunteer run  
Toy Library  
in Australia.*

## Surf Coast Toy Library - purchase of a computer

Surf Coast Toy Library

**Grant funding: \$1,000**

**Total project cost: \$1,430**

**Project delivery date: August 2021 (ongoing)**

**Forced closures and restrictions during COVID-19 contributed to a slowdown in Surf Coast Library's new members. It also resulted in a shortfall in both committee members and volunteers to run borrowing sessions, to help local families access toys, puzzles, games and sporting equipment for children.**

As well as the borrowing service, the not-for-profit organisation is an opportunity for community members to socialise - a benefit that was missed during the pandemic. The purchase of a laptop - used for borrowing, returns, training, membership database, financial management and promotion - has supported the toy library to return to its valuable pre-pandemic service.

## OUTCOMES

- Enabled the toy library to streamline the administration process and provide ease of use for volunteers.
- Removed barriers to attracting new volunteers and committee members, as well as reducing the time investment required for existing committee members.
- Promoted the library and its services via social media to help grow its membership base.
- The Torquay-based community facility was crowned the top volunteer-run service of its kind by Toy Library Australia in 2022 for its response to COVID-19, to keep members connected.
- The award also recognised an influx of new members, and that the organisation has recorded the highest monthly borrowing activity since actively engaging their members.



Need



Equity

# The 5 Cs for Mental Health

Art of the Minds



THEME TWO  
A Healthy Connected  
Community

**Grant funding: \$5,000**

**Total project cost: \$7,512**

**Project delivery date: September 2020**

Delivered by Art of the Minds leading up to Mental Health Month, The 5 Cs campaign was a creative approach which helped the community have an important mental health conversation. The 5 Cs are celebrating, creative, community, conversations, and connections for a mentally healthy community.



## OUTCOMES

- Front page Surf Coast Times coverage.
- Established signs and posters to raise awareness across the Surf Coast.
- Promotion of Art of the Minds mental health campaign website.
- Interactive wildlife presenter WildLife Xposure delivered two zoom sessions for children, linking personal resilience with the Red Biscuit Sea Star (sharing The 5 Cs).
- Torquay College displayed the coloured sea stars and positive affirmations on the front fence of the school.
- Partnerships created with businesses, aged care and schools.
- Biscuit baking competitions with local cafes and restaurants.
- Sea Star Art competitions for all ages.

Rapid response



# Torquay Food Aid - purchase of a large freezer

Torquay Food Aid



**Grant funding: \$5,000**

**Total project cost: \$12,480**

**Project delivery date: June 2020 to January 2021**

The pandemic resulted in a dramatic increase in community members who needed meal assistance. Torquay Food Aid's clients doubled between February 2020 and December 2020 due to various reasons including job loss, reduced employment hours, and marriage breakdowns. The ability to store frozen meals to service these clients and avoid food waste was much-needed.



## OUTCOMES

- Purchase of a two door upright commercial freezer, enabling storage of pre-cooked meals prepared by RACV Foundation.
- Ability to expand service to families in need from Torquay through to Aireys Inlet, rather than solely Torquay.
- Families serviced per week increased from 32 to 46.
- Individuals receiving meals per week increased from 65 to 100.
- Meals provided per week increased from 195 to 300.
- Ability to appoint 16 volunteers ongoing.



*“The grant was a real godsend during this past year and without the capacity to source extra food and store it in our large freezer, I believe many clients would have had greater food insufficiency.”*

– Michael Buckley, Torquay Food Aid President



THEME TWO  
A Healthy Connected  
Community

# Upgrade and Reconnect

U3A - University of the Third Age

**Grant funding: \$2,878**

**Total project cost: \$4,315**

**Project delivery date: June 2021 to August 2021**

**The pandemic placed a heavy burden on seniors in Victoria. As well as the health risks, older peoples' care, connection and wellbeing was a pressing challenge. While prolonged isolation from family and friends was necessary to reduce the risks of transmitting COVID-19, it also increased other health risks for older people, including reduced engagement with supports.**

U3A (University of the Third Age) Surf Coast offers classes and activities for mainly retired community members, who are ready to learn or share knowledge and skills.

For seniors, a continuing sense of belonging to community and being supported to pursue a meaningful life requires them to keep strong links with friends and peers. The acquisition of a new computer showed its value in important ways, including helping to find ways to keep older people socially connected.



## OUTCOMES

- U3A was able to run an efficient enrolment day between lockdowns in December 2020, and badges were able to be printed from the new PC.
- U3A increased its computer courses, with some continuing beyond restrictions in an online setting.
- The computer enabled the loan of laptops, to provide further opportunities to connect during courses. This included for members who were not vaccinated and unable to attend face-to-face classes.
- The ability to continue to deliver courses provided stability for U3A.
- Courses offered traditionally attracted 25 to 28 participants.
- Membership at the start of 2022 was more than 180.
- The project resulted in five volunteers who each provided about 20 hours of support.

Rapid response

Increased the number of 2022 term one courses to 36 courses and four occasional lectures

>10%



# Individual Small Business

**One year into the pandemic and it became clear that for many businesses, there was a hurdle they could not overcome to access federal or state funding. GST registration was a central criteria for government grant support - and one that numerous small or micro businesses were unable to meet.**

With over 90% of business on the Surf Coast being micro or small businesses the Individual Small Business funding program was designed to assist sectors or cohorts ineligible for federal and state funding or pivoting their businesses for the post-COVID economy.

*Image:  
Indie Lane Photography*

# Individual Small Business



The program recognised the vital role local businesses play in creating sustainable local economies. A thriving local economy means more employment can remain local, providing job opportunities that reduce the need for commuter travel and enable young people to stay in the place they call home.

| Grant   | description                               | amount          | page      |
|---|---|-----------------|-----------|
| <b>AD Architecture</b>                        | Software upgrade                          | \$5,000         | <b>66</b> |
| <b>Anglesea Backpackers</b>                   | Digital marketing                         | \$3,266         | <b>66</b> |
| <b>Bellbrae Wines</b>                         | New strategic plan                        | \$4,000         | <b>67</b> |
| <b>Cara Johnson</b>                           | Change business model, and marketing      | \$3,195         | <b>68</b> |
| <b>F45 Torquay Fitness</b>                    | Online marketing                          | \$5,000         | <b>69</b> |
| <b>Great Ocean Road Gin</b>                   | Marketing                                 | \$3,800         | <b>70</b> |
| <b>Guidify</b>                                | Pivoting business model - app development | \$5,000         | <b>72</b> |
| <b>Happy Spaces Co-working Group</b>          | Online marketing                          | \$5,000         | <b>73</b> |
| <b>Hastings Ostrich Farms</b>                 | Website development                       | \$5,000         | <b>74</b> |
| <b>Hilbilby Cultured Food</b>                 | Research and development, and marketing   | \$5,000         | <b>75</b> |
| <b>Honu Honi Surf Camps</b>                   | Online marketing                          | \$5,000         | <b>77</b> |
| <b>Kingwell Designs</b>                       | Marketing                                 | \$3,500         | <b>78</b> |
| <b>Mideka Gifts</b>                           | Point of sale and accounting software     | \$2,551         | <b>79</b> |
| <b>Moksha Project</b>                         | Online marketing                          | \$4,345         | <b>79</b> |
| <b>Moongate Studios</b>                       | Pivoting business model - publishing      | \$5,000         | <b>80</b> |
| <b>Okki + OkkiD</b>                           | Marketing                                 | \$5,000         | <b>81</b> |
| <b>Peggy and Finn</b>                         | Online marketing                          | \$5,000         | <b>82</b> |
| <b>The Hermosa Co</b>                         | Online marketing                          | \$5,000         | <b>83</b> |
| <b>Summer Skin Australia</b>                  | Online marketing                          | \$3,250         | <b>84</b> |
| <b>Total Individual Small Business grants</b> |   | <b>\$82,907</b> |           |

# AD Architecture

Software upgrade - 2D CAD to 3D CAD



THEME FIVE  
Robust and  
Diverse Economy

**Grant funding: \$5,000**

**Total project cost: \$12,919**

**Project delivery date: August 2021 to June 2022**

**The COVID-19 economic impacts had a substantial effect on the architecture profession, as clients abandoned their projects. A 2020 Association of Consulting Architects Australia survey found about \$10 billion worth of work had been cancelled or delayed.**

To remain competitive, AD Architecture needed to develop and progress from a reliance on 2D CAD software, to 3D CAD software. The upgrade also assisted the business with its recovery from the initial downturn.



Need



Helping Recovery

## OUTCOMES

- Multiple training courses completed to upskill to the new 3D CAD version, via a four-day ArchiCAD Essential Skills course.
- 3D CAD (ArchiCAD) software downloaded.
- Installation of new computer operating system and graphics card.

# Anglesea Backpackers

Digital marketing growth campaign  
Winter Ready: come and stay a while



THEME FOUR  
Sustainable Growth

**Grant funding: \$3,266**

**Total project cost: \$3,468**

**Project delivery date: September 2021 to May 2022**

**With no international tourism, Anglesea Backpackers suffered a significant decline in stays, with a 90% loss of trade by December 2020. Restrictions continued to impact the accommodation venue, evidenced by an Easter 2021 trade reduction of 55%.**

To assist recovery, the Winter Ready project focused on improving Anglesea Backpackers' heating and overall experience, capturing new visitors via the installation of a wood heater.



Need



Helping Recovery

## OUTCOMES

- Installation of a wood heater.
- A market increase in bookings, with occupancy increasing from about 10% between May and August 2021, to fully booked every weekend during the same period in 2022.



THEME FIVE  
Robust and  
Diverse Economy

Introduced a new background system to support the online business and fill data gaps.

## Bellbrae Estate

New strategic plan - Project Finance ReMap

**Grant funding: \$4,000**

**Total project cost: \$4,800**

**Project delivery date: September 2021 to May 2022**

**Surf Coast winemakers were affected by lockdowns, spilling over to a lack of sales and the closure of cellar doors.**

For Bellbrae Estate Winery, the pandemic highlighted areas of the business model that had organically evolved - such as weddings and in-house catering - however were not part of primary business. There was a need to conduct a deep dive analysis and restructure of financial practices, to enable Bellbrae Estate to emerge from COVID-19 restrictions as smoothly as possible.



Partnerships



Helping Recovery

## OUTCOMES

- Completion of a major finance re-map project by local accounting firm 4-Counting, including:
  - transferring data to a new financial system;
  - re-categorising the business into operating sectors;
  - mapping existing practices;
  - implementing new procedures;
  - eliminating inefficiencies; and
  - introducing stock control measures across all business components.
- Project challenges were encountered, however were resolved with the introduction of a new background system (Shopify) that will support the online business and fill data gaps.



THEME FIVE  
Robust and  
Diverse Economy

*“Having the support from Surf Coast Shire has been invaluable for maintaining momentum and equipping me with the skills to become more self-sufficient.”*

– Cara Johnson

## Cara Johnson

Change business model/marketing - arts practice support, self-sufficiency and expansion

**Grant funding: \$3,574**

**Total project cost: \$3,195 (\$379 returned to program)**

**Project delivery date: August 2021 to April 2022**

**Cara Johnson is a gold and silver-smithing jewellery and sculptor creator, as well as a PhD Candidate, School of Art (RMIT University). The internationally-recognised creative used her recovery grant to become more self-sufficient and flexible within her arts practice, equipping her for uncertain circumstances.**

She was able to learn photography - a new skill enabling her to pivot her practice and to provide a clear web presence during pandemic disruptions.



Need



Time



Helping Recovery

## OUTCOMES

- Utilised local photographer Anita Beaney for local tuition.
- Purchase of photographic equipment and tuition.
- Photography skills enabled her to exhibit work as part of a Barwon River exhibition, and a major interstate solo exhibition at The Botanic Gardens of South Australia.
- Participated in the Victorian Craft Awards
- Booked into a group show at Michael Reid Gallery in Sydney.
- Collaboration on a permanent sculpture development opportunity near Mansfield.

[www.instagram.com/cara\\_johnson/](https://www.instagram.com/cara_johnson/)

# F45 Torquay Fitness

Online marketing



THEME FIVE  
Robust and  
Diverse Economy

**Grant funding: \$5,000**

**Total project cost: \$7,883**

**Project delivery date: October 2021 to December 2021**

**F45 Torquay was a relatively new fitness facility when restrictions commenced, so the impacts of the forced closure of gyms was felt hard. According to Fitness Australia, 81% of exercise professionals and sole traders lost their jobs or main source income due to gym closures.**

The numerous lockdowns and density requirements limiting the gym to 10 participants per session meant F45 had to pivot from their usual business model.

## OUTCOMES

- Funding paid for promotions of F45's seven-day and 14-day free trials when capacity limits were removed from gyms.
- As a result of the promotional campaign, F45 Torquay achieved a 32% jump in locked in direct debit memberships, increasing from 170 to 225.
- Marketing campaigns were used effectively to drive leads into the gym, many of whom converted into active members.



Partnerships



Deliverable



Equity





**50%**  
increase in sales

## Great Ocean Road Gin

Marketing - rebuilding and strengthening trade relationships post-COVID

**Grant funding: \$3,800**

**Total project cost: \$8,656**

**Project delivery date: August 2021 to March 2022**

**The hospitality industry, including the wholesale industry that supports it, was severely disrupted by COVID-19 restrictions. Premium craft gin Great Ocean Road Gin was unable to conduct tastings and connect with trade, which resulted in a loss of business and curtailed growth.**

There was a need to rebuild both regional networks with wholesalers and trade within the new "post -COVID" context, and look to leverage emerging opportunities at a regional, state and national level. This occurred through a range of promotion, marketing and engagement activities.



Need



Helping Recovery

## OUTCOMES

Targeted relationship-building campaigns resulted in:

- Connecting with more than 20 local traders, independent bottle shops, bars and restaurants in the Surf Coast and Geelong region.
- A 30% stocking of product achieved by stores visited.
- Special feature in The Age to promote new products.
- Participated in two statewide/national events to build awareness of the brand more broadly:
  - The Craft and Co Gin Market (eight sessions with a total of 880 pax), and
  - Melbourne Ginapalooza events (four sessions with a total of 3200 pax).
- Developed suite of new promotional collateral with local design agency.
- Experienced a 50% increase in sales.



*Connecting with more than 20 local traders, independent bottle shops, bars and restaurants in the Surf Coast and Geelong region.*

Small Business

Image: Tim Marriage

# Guidify

Pivoting business model - app development



THEME FOUR  
Sustainable Growth

**Grant funding: \$5,000**

**Total project cost: \$6,720**

**Project delivery date: August 2021**

**Iain Lygo, owner of Torquay-based Adventure for Life, operates a cutting edge team-building and incentive company that creates events across Australia, New Zealand, South East Asia, and the Pacific, and has been operating since 2009.**

A newly developed subsidiary, Guidify, is a mapping app that allows tourism professionals to create beautiful multimedia guides to help attract tourists and enhance the visitor experience.

Iain's main business Adventure for Life lost 90% of its revenue during lockdowns, as well as loss of confidence in the business events industry.

The increase in regional tourism post-metropolitan lockdowns created a unique opportunity for Guidify to create a new supporting tourism product via this app.

## OUTCOMES

- Development of a new digitally based app for visitors.  
(At the time of reporting, it was too early to obtain results)



Need



Helping Recovery

*The increase in regional tourism post-metropolitan lockdowns created a unique opportunity for Guidify to create a new supporting tourism product via this app.*





THEME TWO  
A Healthy Connected  
Community



# 50%

increase in members

## Happy Spaces Co-working Group

Marketing program to attract new members

**Grant funding: \$5,000**

**Total project cost: \$5,000**

**Project delivery date: July 2022 to September 2022**

**Torquay co-working hub Happy Spaces was inspired by founder Matt Lawrence's passion for creating thriving local communities that cultivate holistic wellbeing, collaboration and partnerships.**

In recent years, the Surf Coast has experienced more 'digital workers' who are not bound by constraints of the traditional office. The pandemic meant co-working spaces experienced a shock that impacted their businesses heavily.

Happy Spaces was just opening their doors and had been operating for only a few months when the first lockdown in 2020 took place. This project shared the stories of local businesses from Happy Spaces, focusing on the functional and wellbeing benefits of working at the venue, particularly after lockdowns.

## OUTCOMES

- Captured stories via local videographer/storyteller Chris Ord and shared through targeted digital channels across the Surf Coast.
- Captured core video content for the business that reflects the fundamental benefits of Happy Spaces and co-working overall, not only from a functional perspective (office space, meeting rooms) but also a wellbeing perspective.
- The project resulted in:
  - A 30% increase in members.
  - A 10% increase in occupancy.
  - A 21% increase in monthly revenue.



Partnerships



Deliverable



THEME FIVE  
Robust and  
Diverse Economy

*There was a need to rebuild the business as part of COVID-19 recovery, to establish new markets and recommence on-site tours when restrictions eased.*

## Hastings Ostrich Farms

Website development

**Grant funding: \$5,000**

**Total project cost: \$9,090**

**Project delivery date: August 2021 to December 2021**

**Hastings Ostrich Farms produces luxury ostrich leather goods, leather, and premium quality meat and feather goods**

The pandemic meant that farm tours and retail outlet tours ceased, as did product sales to Asia. Sales were reduced when numerous leather manufacturers went out of business, while the abattoir was in lockdown for an extended period.

There was a need to rebuild the business as part of COVID-19 recovery, to establish new markets and recommence on-site tours when restrictions eased.



Need



Helping Recovery

## OUTCOMES

- Development of a new website to support online sales, promote retail offerings and onsite tours.
- Website was completely rebuilt with a mobile compatible version.
- Professional photos taken to improve website and product presentation via local photographer - Rossella Ambrosio.
- Staff training on all aspects of website and online shop.
- Engaged The Social Media Tribe to improve social media linkages, marketing and online shop.
- E-commerce facilities set up and operating.
- Increased traffic to website for enquiries and sales.



THEME FIVE  
Robust and  
Diverse Economy

# Hilbilby Cultured Food Fire Tonic

Research and development, and marketing

**Grant funding: \$5,000**

**Total project cost: \$5,393**

**Project delivery date: September 2021 to February**

**Hilbilby Cultured Food commenced on the Surf Coast in 2011. Its popular Bush Fire Tonic™ is 100% Australian made, using 100% Australian ingredients including traditional local native botanicals: lemon myrtle, round-leaf bush mint, mountain pepperberry leaf and salt bush.**

COVID-19 restrictions resulted in a significant downturn for many small businesses which were unable to trade from their shopfronts. Hilbilby sought to address this challenge and aid its COVID-19 recovery by upgrading its digital presence.

The recovery journey has featured the launch of a new product 'Bush Fire Tonic' in April 2022, inspired by the Wadawurrung People's relationship with the land. Five per cent of all sales go to Wadawurrung Traditional Owners.

## OUTCOMES

- Development of a new website via Shopify.
- Rebranded from Hilbilby Cultured Food to Fire Tonic.
- Development of social media campaigns resulting in a 211% increase in website traffic from 4,660 per month, to 14,495.
- Engaged marketing experts to plan and schedule significant events resulting in a 278% increase in sales.
- Redesigned new label for the whole fire tonic brand that will serve as a template for future products.



Helping Recovery

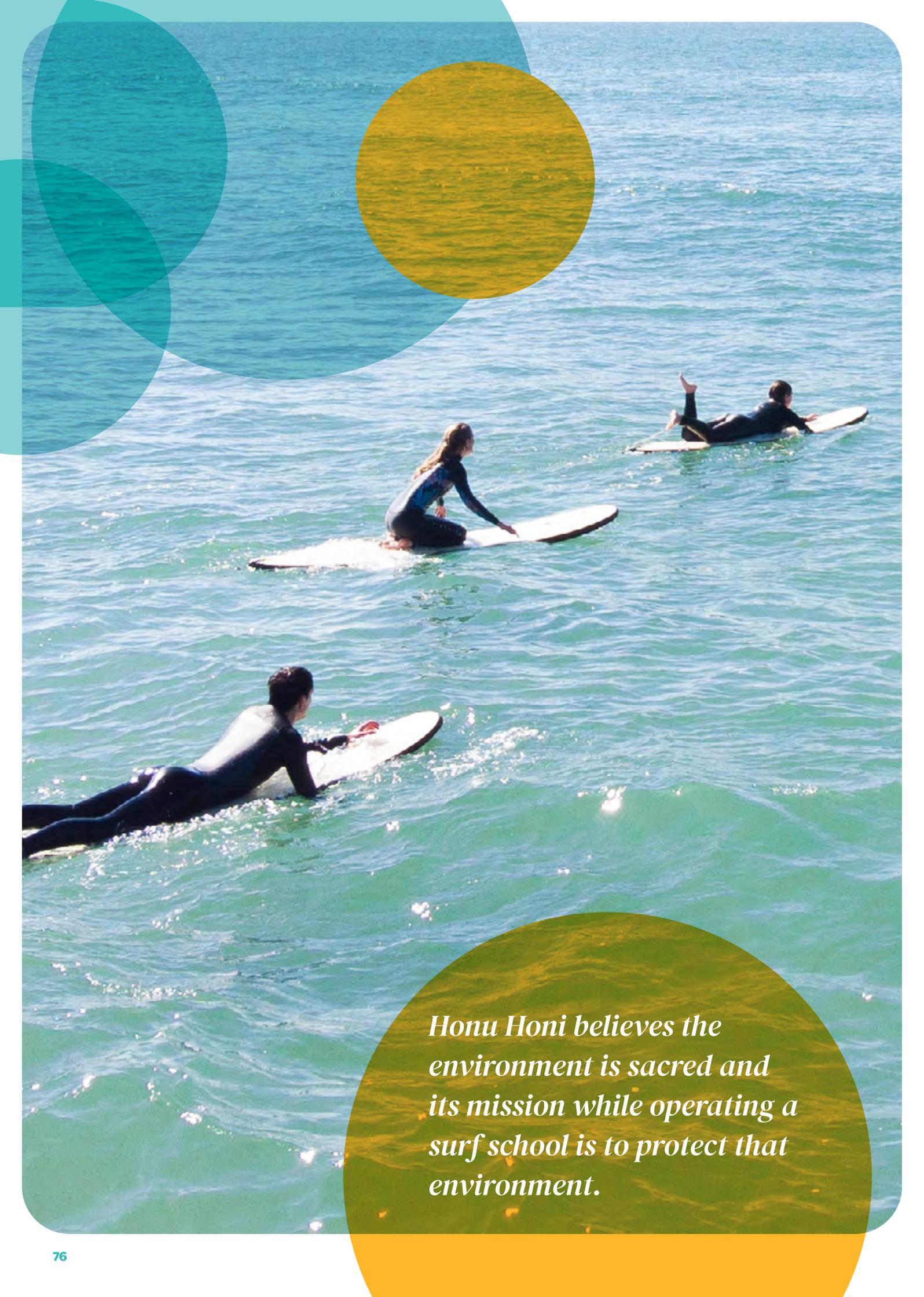


Partnerships



Deliverable





*Honu Honi believes the environment is sacred and its mission while operating a surf school is to protect that environment.*

# Honu Honi Surf Camps

Online marketing



THEME THREE  
Environmental  
Leadership

**Grant funding: \$5,000**

**Total project cost: \$5,501**

**Project delivery date: August 2021 to March 2022**

**With international backpackers their target market, lockdowns made waves in the surfing school sector. There was a need to assist Honu Honi to increase its brand exposure and awareness as part of recovery - achievable by hiring a small business marketing expert.**

Honu Honi believes the environment is sacred and its mission while operating a surf school is to protect that environment. Participants receive a well-rounded knowledge of the ocean and surfing, all while having fun.



Helping Recovery



Partnerships

## OUTCOMES

- Created paid advertising across several online platforms (Facebook, Google, Instagram, and YouTube) to promote the Surf Coast as a tourism area, and encourage guests to come and stay at Honu Honi overnight while enjoying all the area has to offer.
- Increased mailing list subscribers and social media followers.
- Increased leads and gross sales compared to previous periods.
- Partnerships developed with:
  - Bells Beach Brewery
  - Tea Thief Teas
  - Dustys Bulk Foods
  - Surfers for Climate
  - Cleaner Coast.



# Kingwell Designs

## Marketing



THEME SIX  
Arts and Creativity

**Grant funding: \$3,500**

**Total project cost: \$4,000**

**Project delivery date: September 2021 to June 2022**

**Quilt designer Jen Kingwell started Amitié textiles in 2005 thanks to her love for bright, contemporary, modern and quirky fabrics. Torquay-based Amitié has become a place to meet others, work on quilting, and enjoy a coffee and treat from their onsite café.**

The project sought to implement a digital advertising campaign to assist in online purchasing due to forced closures.



Helping Recovery



Partnerships

## OUTCOMES

- Implementation of an online digital advertising campaign.
- Facebook campaign reached 44,327 potential customers with more than 200,000 impressions (number of times the campaigns seen in newsfeeds).
- The campaign did not translate to the expected increase of 700 new orders, instead attracting limited additional sales. It did result in a four per cent increase in new followers. While it wasn't the outcome hoped for, the ongoing social media marketing continues to see gains in reach and subsequent conversions.



# Moksha Project

Online marketing



THEME FIVE  
Robust and  
Diverse Economy

**Grant funding: \$4,345**

**Total project cost: \$5,985**

**Project delivery date: September 2021 to August 2022**

**When face-to-face consults were not possible, Winchelsea-based health business Moksha Project was determined to continue to provide its service.**

The business - which offers wellness services and life skills to alleviate the body and educate the mind - rebuilt its website so clients could book telehealth consults and take part in online learning.

Development of new website enabling:

- Online booking system.
- Provision of telehealth enabling at home health support.
- Online learning platform, leading to a 30% increase in course participation.



Need



Helping Recovery

# Mideka Gifts

Point of sale and accounting software



THEME FIVE  
Robust and  
Diverse Economy

**Grant funding: \$2,551**

**Total project cost: \$2,800**

**Project delivery date: July 2021 to February 2022**

**Mideka Gifts is a small family-owned and operated retail store in Winchelsea selling locally sourced items. The business supports local artists and other small cottage industries selling on consignment.**

Since acquitting this grant they have not renewed the lease on the building and are selling online only, widening their market which was previously local residents and travellers, many who were passing through on their way to Colac, Geelong or the Great Ocean Road.

Cash transactions were not possible for much of 2020 and 2021, greatly restricting the operational capability of Mideka. This project enabled the purchase of an upgraded Point of Sale system (POS).

Installation of new POS system enabling:

- Cash-free transactions.
- Ability to sell products online.
- Creation of an online system for artists' inventory professional tracking.
- Bar coded and itemised 90% of store stock.
- Commencement of Instagram and Facebook pages, promoting 17 new artists.



Helping Recovery



Partnerships



THEME SIX  
Arts and Creativity

# Moongate Studios

Pivoting business model - publishing

**Grant funding: \$5,000**

**Total project cost: \$37,450**

**Project delivery date: March 2021 to December 2021**

**Set in bushland acreage near Anglesea, Moongate Studios is home to a gallery, studios and gardens of Geo and Jan Francis - internationally-acclaimed artists with more than 40 years' experience.**

Moongate Gallery was closed for most of 2020 with no visitors, sales or commissions. All planned community annual art exhibitions and events were cancelled, resulting in a significant loss of income.

**Moongate viewed COVID-19 restrictions as an opportunity to further their professional development and take on a new project: writing a book of their arts journey as a chapter in their business recovery.**

## OUTCOMES

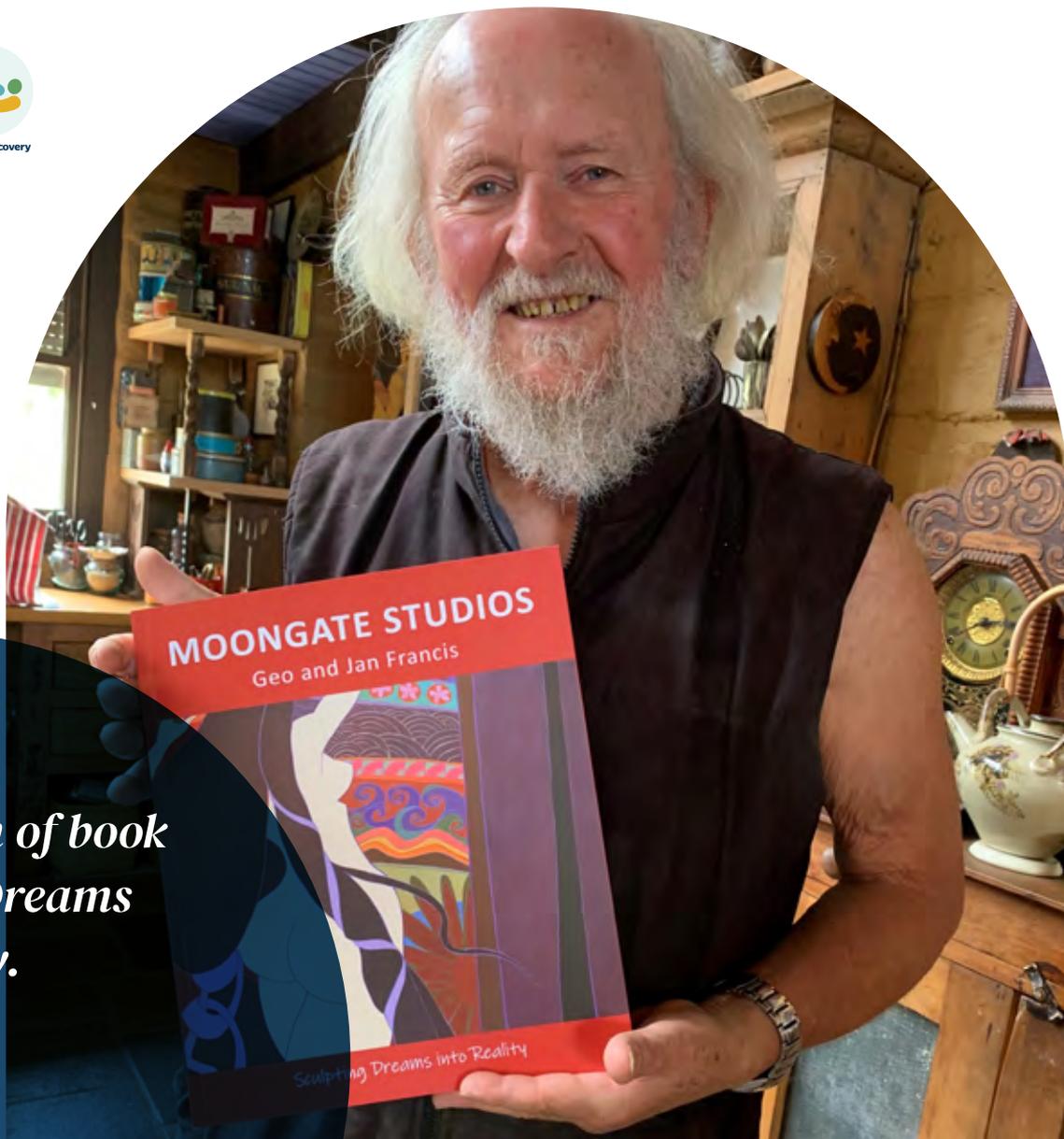
- Completion of book *Sculpting Dreams into Reality*. It details the significant historic collection of the region, and references more than 70 years of work/life experience through storytelling, newspaper and magazine articles, artworks and photographs.
- There were 300 copies printed, with 50 sold at time of acquittal.



Need



Helping Recovery



*Completion of book  
Sculpting Dreams  
into Reality.*



THEME FIVE  
Robust and  
Diverse Economy



## Okki + OkkiD

### Marketing

**Grant funding: \$5,000**

**Total project cost: \$8,063**

**Project delivery date: November 2021 to February 2022**

**With the closure of shopfronts during the pandemic, newly-launched women's and kids apparel label Okki + OkkiD needed to transition to a greater digital presence. Doing so would provide the slow fashion brand with certainty to connect with customers and build markets.**

Surf Coast designer and mum-of-two Fiona McPherson started Okki + OkkiD which features clothing that is hand-cut and sewn from a small studio in Jan Juc. The timing of the business' launch was unfortunate, being in March 2020 at the start of the pandemic.

## OUTCOMES

- A 100% increase in both social media posts and visits to the site.
- Sales at the end of the project did not reach initial targets, and Okki + OkkiD experienced challenges with staffing.
- New partnerships are emerging with a refugee hub.



Need



Helping Recovery



THEME FIVE  
Robust and  
Diverse Economy

*In 2020, the Australian wedding industry suffered a 70% loss in revenue and an estimated 4,000 businesses closed.*

## Peggy and Finn

Marketing Father's Day Australia digital campaign

**Grant funding: \$5,000**

**Total project cost: \$11,000**

**Project delivery date: August 2021 to October 2022**

After leaving their corporate jobs, Penny and Finn owners had a sustainability focus when launching the Surf Coast business. They have since become environmental leaders, achieving carbon neutral status, using recycled packaging, and making their signature ties, bow ties and pocket squares from certified 100% organic cotton and bamboo fabric.

Peggy and Finn's designs are hand-painted and drawn by Surf Coast artists, while 20% of profits from their Sar.ra collection are donated to Indigenous carbon farming projects.



Need



Helping Recovery

## OUTCOMES

- Development of an online marketing campaign.
- Promotions undertaken to coincide with lead-up to Father's Day in Australia and US.
- As a result of the online campaign:
  - Monthly units ordered increased by 100% (700 to 1,400).
  - Traffic to the website increased by 20% (to 82,200 visits per month).
  - Its success subsequently enabled Peggy and Finn to diversify products into new offerings.
  - New collaborations with local businesses were successfully entered into, teaming up with Ocean Grind coffee roaster and 4 Pines Brewing Company.



THEME FIVE  
Robust and  
Diverse Economy



The business expected to increase another

**50%**

over the next 12 months

## The Hermosa Co

### Marketing

**Grant funding: \$5,000**

**Total project cost: \$25,410**

**Project delivery date: 2021-22**

**The Hermosa Co is a line of pregnancy, postpartum and baby handcrafted products, as well as a salon space dedicated to massage and facial treatments for women.**

Funding assisted Hermosa with product sales both online and at its retail store in Torquay. It also enabled a website rebuild, to accommodate expanding services and offerings including wholesale product and raw materials. In addition, it allowed for ease of ordering for wholesale stores and international markets.



Time



Partnerships



Deliverable

## OUTCOMES

The Hermosa Co engaged a specialist marketing and technology business to deliver a social media campaign and new website to increase awareness. This resulted in:

- An increase of clientele from 8-10 per week to 20 per week.
- Now booked out two weeks in advance.
- Supporting products now capable of being sold online.
- The business expected to increase another 50% over the next 12 months, with additional massage therapists required.

Small Business





THEME FIVE  
Robust and  
Diverse Economy

**67%**  
increase in  
website traffic

## Summer Skin Australia

### Marketing

**Grant funding: \$3,250**

**Total project cost: \$3,250**

**Project delivery date: August 2021 to October 2021**

Retailers struggled to adapt to the increasingly challenging environment in 2020, particularly those deemed non-essential. Australia Post's annual e-commerce report noted 2020 online sales accounted for 16.3% of total retail spend, and online goods spending was up 57% since 2019.

Funding enabled Summer Skin Australia - a Surf Coast natural and clean product business - to develop a digital marketing growth campaign with the assistance of a specialist marketing agency.



Need



Helping Recovery

## OUTCOMES

- The campaign was timed with the lead-up to the Christmas period in 2021. The digital campaign resulted in:
  - A 67% increase in website traffic.
  - Monthly units sold increased by 33%.
  - A single order of 500 products - the largest wholesale order received during the campaign.
  - The large pre-Christmas order being realised - a goal which Summer Skin believes was only achieved due to the digital campaign.



*“Thanks to Surf Coast Shire, I most definitely would not have been able to revamp my website and make it more user friendly and upgrade the business to give it a better chance to survive what a huge blow to small business the last two years of lockdowns have caused.”*

- Moksha Project (Page 78)



# Creative Communities.

COVID-19 had unprecedented impact on the cultural and creative sector - an industry that provides significant employment to our local economy, and flow-on economic benefits.

*The Creative Communities program supported local artists, providing an opportunity to showcase the depth of skills, offer financial assistance and encourage collaborations.*

# Creative Communities

Projects that worked with and engaged Traditional Owners were highly-regarded, as they helped the community take important steps on the reconciliation journey. The program also aligned with another Council goal to foster an environment where people with clever and creative ideas can make a difference in their communities.



| Grant                                    | description   | amount          | page      |
|--|---|-----------------|-----------|
| <b>Ferne Millen Photography</b>          | Aboriginal First Nations photo exhibition - Journey on Wadawurrung Country      | \$20,000        | <b>88</b> |
| <b>Juc Media</b>                         | Skate documentary - Youth Brigade   | \$5,000         | <b>91</b> |
| <b>Lucy O'Grady</b>                      | Album and album release - Lucy and the Night Sky                                | \$5,000         | <b>89</b> |
| <b>Martinich&amp;Carran</b>              | Collective exhibition of Surf Coast artists at Affordable Art Fair in Melbourne | \$20,000        | <b>92</b> |
| <b>Meaghan Shelton</b>                   | Artist in Residence at Lorne Community Connect                                  | \$20,000        | <b>94</b> |
| <b>Rebecca Hosking</b>                   | Illumination – artistic creation filmed and projected onto a public wall        | \$12,060        | <b>95</b> |
| <b>Total Creative Communities grants</b> |   | <b>\$82,060</b> |           |



Creative Communities

Image: Juc Media

# Ferne Millen Photography

Aboriginal First Nations photo exhibition -  
Journey on Wadawurrung Country



THEME ONE  
First Nations  
Reconciliation

**Grant funding: \$20,000**

**Total project cost: \$30,000 (project in progress at time of writing)**

**Project delivery date: October 2021 onwards**

Journey on Wadawurrung Country records the stories and captures the portraits of identified Wadawurrung people. Photographer Ferne Millen aims to connect and educate the greater community through the sharing of stories, faces, places and the cultural heritage and history of the Wadawurrung people in a fully immersive touring exhibition. It is culturally safe and protects the Indigenous Cultural Intellectual Property (ICIP) and moral rights of all Wadawurrung people involved.

COVID-19 restrictions led to the cancellation or postponement of exhibitions, events, shows, workshops, performances and educational programs, effectively eliminating a primary source of income for many artists in our region.

**After completing stage one of the project, Ferne saw an opportunity to finish Journey on Wadawurrung Country through this grant.**

## OUTCOMES

- A formal agreement between Wadawurrung Traditional Owners Aboriginal Corporation and Ferne Millen Photography - the first of its kind in the Surf Coast to protect all parties and intellectual property.
- Photography of landscapes and portraits of eight identified Wadawurrung Elders.
- Interviews of Elders including consultation and sitting fee.
- Creating and editing of sound recordings to complement photographic exhibition.
- COVID-19 delayed the finalisation of the Journey on Wadawurrung Country exhibition. At the time of writing this report, an exhibition space is being sought.

[www.fernemillen.com/](http://www.fernemillen.com/)



Time



Strength-Based



Partnerships



Deliverable





THEME SIX  
Arts and Creativity



Performing to a full house of  
**300+**  
attendees.

## Lucy O’Grady

Album and album release - Lucy and the Night Sky

**Grant funding: \$5,000**

**Total project cost: \$8,739**

**Project delivery date: October 2021 to June 2022**

**Nine-piece band Lucy and the Night Sky is a well-loved act, performing at popular Surf Coast events including Nightjar Festival, Aireys Inlet Open Mic, Torquay Cowrie Market, and at Bellbrae Estate. The band amalgamates 20 years’ experience of instrumental band Moonah with the vocal prowess of Lucy and her back-up female singers.**

The pandemic had a significant impact on the music industry, as events including festivals, concerts, tours and award shows were cancelled or postponed. While some musicians and composers were able to use the time to create new works, there were flow-on effects on supporting people who relied on performers for income.

Lucy and the Night Sky was not able to perform live, and not able to record music and connect as a band. Lead singer Lucy was also unable to teach in-person during lockdowns. The financial constraints meant a new album seemed unlikely but the funding provided both an economic and confidence boost during a stressful time.

## OUTCOMES

Funding gave Lucy and the Night Sky confidence to record a third album which resulted in:

- A high-quality recording of a third album, now distributed on all streaming platforms, plus available on CD and vinyl.
- Launch show at Platform Arts in Geelong, which involved visual art, live music, and film.
- Performing to a full house of 300 attendees.
- Provided an opportunity for emerging artist, Milo Gaffney, to play in a unique venue with excellent sound.
- Lucy and the Night Sky now has a show and product, so it can move more sustainably into the future.
- Developed a close connection with Platform Arts in Geelong and a broader base for live audiences.

[www.soundcloud.com/lucyandthenightsky](http://www.soundcloud.com/lucyandthenightsky)



Strength-Based



Helping Recovery



Partnerships



Deliverable



*“I like to be in the ground in touch with the earth, that’s why I like skateboarding.”*

– Young skateboarder Addis

# Skate documentary - Youth Brigade

Juc Media – Scott McClimont



THEME SIX  
Arts and Creativity

**Grant funding: \$5,000**

**Total project cost: \$5,000**

**Project delivery date: July 2020 and January 2023**

**For video content creator Juc Media, COVID-19 impacts - particularly travel restrictions and event cancellations - meant it was unable to film on location on numerous occasions. It included the Rip Curl Pro at Bells Beach for Surfing Victoria - a major client and a major event.**

Funding enabled Juc Media to film a video documentary series featuring the lives of young local surfers, skateboarders, artists and activists.



Need



Deliverable

[www.facebook.com/JucMedia/](https://www.facebook.com/JucMedia/)

[www.youtube.com/watch?v=cqOgmUYsGNg&t=12s](https://www.youtube.com/watch?v=cqOgmUYsGNg&t=12s)

[www.youtube.com/watch?v=slUDhiQhiQ4](https://www.youtube.com/watch?v=slUDhiQhiQ4)

## OUTCOMES

- Completion of three short video productions of young active people from Jan Juc, showing why kids love living on the Surf Coast and why they love their hobbies.
- The short videos received more than 1,110 views:
  - **In Bloom Part 1:** Addis, featuring Addis - skateboarder, surfer and artist  
Instagram views: 942 (Plus 21 comments and 12 shares)  
Facebook views: 962  
YouTube views: 55
  - **In Bloom Part 2:** Josh, featuring Josh - trail bike rider  
Instagram views: 968 (Plus 13 comments and 30 shares)  
Facebook views: 133  
YouTube views: 134
  - **In Bloom Part 3:** to be released in 2023





THEME SIX  
Arts and Creativity



## Martinich&Carran

Collective exhibition of Surf Coast art at Affordable Art Fair in Melbourne

**Grant funding: \$20,000**

**Total project cost: \$23,898**

**Project delivery date: October 2021**

**Rowena Martinich is renowned for her use of radiant colour works from her Surf Coast studio. Her vibrant abstract expressionist paintings can be seen around the world - from a school mural on the streets of New York City, to a 50m work on a sea wall in Turkey. Partner Geoffrey Carran, also a highly accomplished artist, completed his masters in fine art in 2008 and uses his public murals to highlight endangered bird species.**

According to a Monash University Artists article, arts workers, museums and galleries were some of the most severely impacted by the COVID-19 crisis in Australia. Many artists and arts workers were not eligible for the JobKeeper payment, due to the nature of their employment.

The Affordable Art Fair was an opportunity to help multiple artists recover, generate awareness, and showcase talent to a national audience. Rowena and Geoffrey organised a group of local artists Natalie Martin, Tal Lemmens and Kathryn Junor to exhibit at the fair in Melbourne with outstanding results.



Time



Strength-Based



Partnerships



Deliverable

*The sale of 34 artworks during the fair, amounting to \$100,031 in sales.*

## OUTCOMES

A major stand at the Affordable Art Fair in Melbourne which showcased five Surf Coast artists resulted in:

- The sale of 34 artworks during the fair, amounting to \$100,031 in sales.
- Online sales since the fair.
- Martinich&Carran website traffic increased by 20%.
- Geoffrey Carran website sessions increased by 59%.
- Increased website traffic across all participating artists' websites.
- Affordable Art Fair provided an instant and targeted audience of more than 17,500 attendees, and more than 100,000 online attendees.
- Geoffrey Carran's work was awarded Director's Pick at the fair and marketed widely.
- Natalie Martin has been picked up by a South Australian gallery that visited the fair.
- Tal Lemmens was surprised to sell an entire edition of large format photographs, leading him to feel confident to explore solo exhibitions in Melbourne.
- Kathryn Junor sold her entire car series at the fair, exceeding her expectations.
- All artists secured email addresses from interested clientele and distributed marketing collateral at the fair, which required flexibility as it was rescheduled several times due to restrictions.



Creative Communities

# Meaghan Shelton

Artist in residence, Lorne Community Connect



THEME SIX  
Arts and Creativity

**Grant funding: \$20,000**

**Total project cost: \$24,480**

**Project delivery date: November 2021 to November 2022**

**Meaghan Shelton being the first Artist in Residence (AIR) at Lorne Community Connect was groundbreaking in more ways than one. The pilot program was also the first of its kind on the Surf Coast. AIR created a blueprint to project manage, design and implement a sustainable new Artist in Residence program for local, national and international artists at the venue.**

The intention was to offer Lorne's significant arts community a space to encourage artistic enquiry and sharing of skills, vital for the production of quality work. It also contributed to the creative industry's recovery from pandemic disruptions.



Strength-Based



Helping Recovery



Partnerships



Deliverable

## OUTCOMES

- Delivered Bricolage: a solo exhibition at Lorne Community Connect (LCC).
- Developed a strategic document to guide future artists in residence utilising the space.
- Facebook and Instagram pages established, helping to increase the artist profile:
  - Instagram followers increased to 238 followers from 158.
  - Facebook followers increased to 168 followers from 161.
- Three media releases resulting in prominent full-page articles in Colac Herald and Surf Coast Times.
- Led a workshop at Lorne Community Connect as part of the Lorne artist residency.
- Two future workshops tabled for December 2022 and first quarter of 2023.
- Ongoing connections established in Surf Coast Shire, Colac Otway Shire and City of Greater Geelong municipalities.
- Other new relationships established including Lorne Men's Shed, In the Skies Art & Music, and Geoffrey Datson of folk duo Datson+Hughes.
- Artist in residence Meaghan mentored LCC committee and volunteers. The Through the Lens photographic exhibition required assistance with exhibition design, installation and protocol for contemporary milliner Kim Wiebenga.
- As a result of the mentoring, new exhibitions have been installed at Lorne Community Connect.

[www.meaghanshelton.com/](http://www.meaghanshelton.com/)



THEME SIX  
Arts and Creativity

243

people attended  
across 4 hours.

## Rebecca Hosking Photography

Illumination - artistic creation, filmed and projected onto a public wall

**Grant funding: \$12,060**

**Total project cost: \$13,326**

**Project delivery date: January 2022 to June 2022**

**Fine art cinematographer Rebecca Hosking uses bespoke innovative and artistic digital photographic and film production with a focus on people, place, culture and environment. Quality and integrity are driving principles.**

Rebecca incorporates aerial and underwater cinematography, fine art portraiture, architecture, macro and landscape photography, video and film production, teamed with marketing strategies and packages.

Collaboration and connection proved challenging during the pandemic. Illumination highlighted the skill development and the community connection that can be sparked by projected visual art.



Strength-Based



Helping Recovery



Partnerships



Deliverable

## OUTCOMES

- Collaboration of four Surf Coast artists, including First Nations artists.
- Partnerships and relationships with artists from multiple townships.
- Development of new skills in fluid liquid visual arts formats.
- Twenty-minute production created, with a large scale (10m x 30m) video projection on the outside wall of Wurdi Baierr Stadium in Torquay.
- Wurdi Baierr established as an emerging medium for the Surf Coast, with the projection attended by 243 people across four hours.
- Streaming of installation on social media channels, and installation can be viewed on Vimeo.

[www.rebeccahoskingphotography.com/](http://www.rebeccahoskingphotography.com/)



Image: Tim Marriage



# UNMASKING LEARNINGS

**Recovery from the COVID-19 pandemic is going to take time and in the first two-and-a-half years, it has thrown up challenges that have required Council to remain agile.**

We balanced these issues with an entrepreneurial spirit to support favourable delivery. We maintained trust in the community to deliver without unnecessary bureaucratic blockers to ensure people were at the centre. While financial requirements and measurables were adhered to, successful outcomes were at the heart of all decision making.

Ongoing intense support from officers was instrumental. Successful delivery required constant:

- capacity building
- mentoring
- follow up
- engagement
- connection
- problem solving
- rescheduling and ensuring accountability.

### Key project learnings were:

- Our agility and rapid response approach was a key to success.
- Our 'people over project' approach meant solution was the focus, to allow the community to support itself.
- Business is community, and we gave the business community the necessary confidence and support during the pandemic.
- Clear guidelines that were not prescriptive resulted in better community outcomes and buy-in.
- Organisations with a key focus and a strong committee were able to play an important role in local recovery and ongoing resilience.
- Capacity constraints and a limited membership base meant that trader groups were not able to respond to business needs in a responsive way.

- Clear agreements that set out objectives, deliverables and funding milestones were essential to ensure accountability.
- Projects which factored in an adequate marketing budget, where relevant, were more successful.
- There is a need to upskill our community on how to financially acquit a project.
- No matter how well-planned, resourced and supported a project was, uncertainties due to the pandemic and changing restrictions led to some projects falling short of expected outcomes.

Overall, the COVID-19 Recovery Assistance Grants Program was underpinned by our wonderful community and the countless volunteers who wanted to make a difference in a challenging time. It led to a number of incredible projects, where people gained new skills and formed new partnerships and legacies.

Council was proud in showing the leadership required to create this program, and to team up with the community in a caring, historic collaboration that can be celebrated now and for years to come.



# APPENDIX

## 1. Purpose

To provide a framework for designing funding opportunities, developing initiatives and assessing proposals that assist the Surf Coast Shire community to recover from COVID-19 pandemic.

## 2. Context

COVID-19 is an infectious disease caused by a Coronavirus. The virus emerged in Australia in early 2020 and is having significant impacts on health and economies at local, regional, national and international levels. The World Health Organisation declared a global pandemic on 11 March 2020 and a State of Emergency was declared in Victoria on 16 March 2020.

The COVID-19 pandemic and associated restrictions are impacting the lives and livelihoods of many ratepayers, residents and businesses across the Surf Coast Shire.

While an understanding of the full impacts of the pandemic is still emerging, Council is working closely with the residential and business communities and key organisations. These consultations (along with recognised state and federal recovery frameworks) have assisted in forming the guidelines to ensure Council support funding is directed to those activities and actions which will have the greatest impact and benefit.

The Draft Budget 2020-21 puts aside \$1 million to ensure that Council has capacity to provide support as needed. These funds may be used to support a range of initiatives. The allocation is subject to the adoption of the final budget, however the guidelines are developed on the draft budget to support a prompt response when the final budget is adopted.

## 3. Introduction

To enhance Council's ability to respond to support communities and businesses during and after the pandemic, Council established the following specific teams and functions:

- A Community Support Team (CST), working with Ward Councillors focussing on towns and localities to help people remain connected during and after the period of restriction, to raise issues and find solutions, and to inform Council of what is being experienced in local communities.
- An Economic Support Team (EST), working with partners to promote local businesses through the Buy Surf Coast website, responding to business queries and requests, disseminating relevant advice and gaining insights into the impacts on local businesses.
- An increased media and communications program, including increased presence in local newspapers and social media.

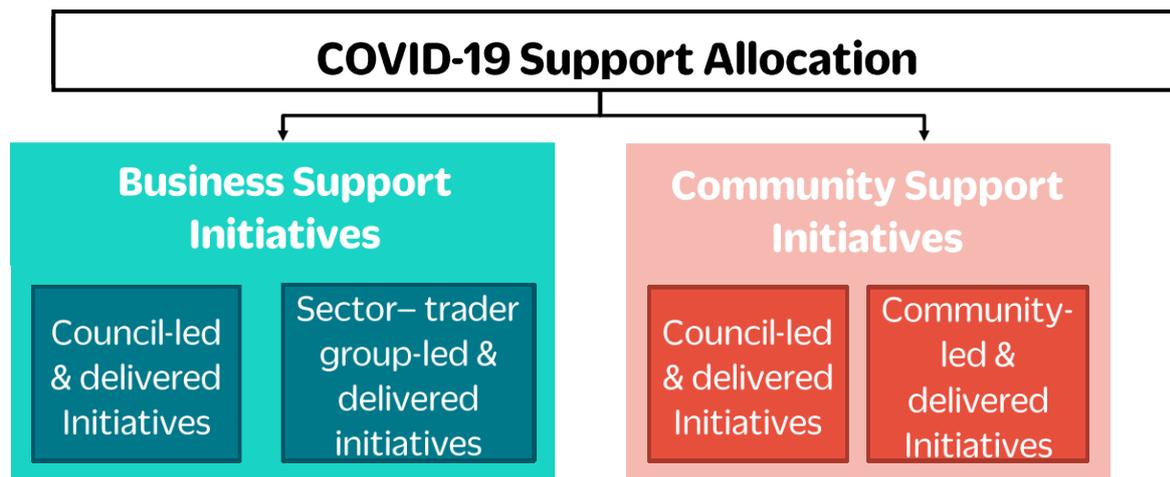
Community needs have emerged in the initial months of the pandemic and will continue to change as the focus shifts from relief to recovery. The recovery period may span years and Council's understanding of local needs will improve over time as those needs change also.

The capacity created by the allocations in the draft budget, provides flexibility for Council to both lead initiatives and support others to take the lead during the recovery. It allows for more immediate action and responses in the longer-term, possibly stretching beyond 2020-21, in accordance with research that finds that emergency recovery periods should be thought of in years rather than months.

## 4. Funding Focus

The COVID-19 Support Allocation can support initiatives in two focus areas;

1. Business Support Initiatives. These can be Council-led and delivered or Business Sector / Trader Organisation-led and delivered initiatives.
2. Community Support Initiatives. These can be Council-led and delivered or Community-led and delivered initiatives.



## 5. Guiding Principles

When considering which initiatives will be delivered by Council’s COVID-19 Support Allocation, the following nine principles will be taken into consideration. These principles will be used to assess and make decisions on Council-led and delivered initiatives and Business Sector / Community-led and delivered initiatives.

**NEED** - Support and recovery initiatives must address an evidence based issue(s) or deliver a new and better state not known before the pandemic. Initiatives should deliver broad community, business or industry sector benefit. Funding will not be considered for individual businesses or residents.

**TIME** - Recovery from this pandemic is likely to take years – Mental health, personal, financial and business impacts will exist long after the pandemic is over – so the support package should stretch over a 12 month period and potentially multiple years. This may require a staged approach to the use of funds so that recovery measures are not exhausted in the initial months. Initiatives funded should focus on having a lasting impact.

**STRENGTH-BASED** - Council needs to build on existing strengths and assets in communities and in the economy. Community Support initiatives must be able to demonstrate building community skills and capacity. Business support will not be a compensation package for particular businesses. Business support initiatives need to evidence clear return on investment outcomes for industry sectors impacted.

**HELPING RECOVERY** - Council’s support package will primarily focus two pillars of recovery - Social Pillar (Community Support) and Economic Pillar (Business Support) and will comprise a spread of community-led initiatives and Council led activities.

**BENEFITS** - Initiatives that deliver multiple benefits - especially if there is a focus on a Council Strategic objective - will be highly considered. E.g. Addressing Climate Emergency or creating long term industry sector benefits. Initiatives must include benefit(s) measurement, which must demonstrate economic and social returns on investment.

**PARTNERSHIPS** - Initiatives that develop partnerships and avoid duplication will be highly considered.

**DELIVERABLE** – Initiatives that are well planned and known by Council will be considered if they align with the Support and Recovery Package Principles.

**LOCAL** - Business Support initiatives may focus on procurement methods benefit or benefit local supply chains or industry sectors evidenced to have been impacted.

**EQUITY** - Council's support and recovery package should deliver support across places and demographic profiles and geographic areas. Consideration should be given to vulnerable people or those unfamiliar with Council processes.

## 6. Council initiatives

Council seeks to understand key issues and opportunities as a result of the COVID-19 Pandemic.

Officers will develop well-considered and targeted initiatives in accordance with these guidelines. Such proposals will be assessed against the criteria outlined below.

Officer recommendations will be considered by the Council as the decision-making body.

## 7. Community and business funding opportunities

Council will open funding rounds seeking to attract proposals for assistance and support from within the business and wider communities. These will consider the allocation of Council funds to organisations to lead initiatives within the shire.

These guidelines do not prescribe the dates and number of funding rounds to allow flexibility for Council to respond to the needs of the community as the pandemic and recovery evolves.

From time-to-time Council may receive proposals from organisations outside of organised funding rounds. These will be considered in accordance with these guidelines.

The key elements of organised funding rounds are:

- Opportunities will be widely promoted through Council's communication channels, networks and local media.
- Applications will be made via Council's online grant system.
- Officers will be available to provide information to prospective applicants.
- Applications will be assessed against the funding criteria within these guidelines.
- A panel of Council officers will assess each application against the criteria.
- Officers will make recommendations on each application to the Council.
- The Council will determine the allocation of funds to applicants.
- Communication about funding decisions will be applicants directly and the wider community.

- Council and the applicant enter in to a funding agreement outlining the responsibilities and requirements of the grant.

## 8. Assessment Criteria

Applicants will need to demonstrate how the initiative delivers outcomes aligned to assessment criteria. The assessment criteria are the key objectives for Business Support and Community Support Initiatives.

Assessment criteria may be adjusted for different funding rounds as determined by the Council, however are expected to be broadly in line with those outlined below.

Outcome assessment will form a key component of all assessment processes and will be a feature of a measurement and evaluation framework for each initiative after it is completed.

### Business Support Assessment Criteria

| Assessment Criteria<br>(Key objective)  | Criteria Description   |
|---|--|
| Benefits heavily impacted sectors in recovery   | <ul style="list-style-type: none"> <li>• Hospitality (cafes, restaurants, pubs etc.), non-food retail, accommodation, creative, tourism, surfing, beverage manufacturing, health &amp; beauty, wellness. Initiatives from and /or including other sectors will be considered if an evidence based impact is established.</li> </ul>  |
| Provides broad industry support in a recognised area of need                                    | <ul style="list-style-type: none"> <li>• Expert advice/ assistance assists businesses to recover quickly and has the potential to increase their skill and or knowledge to a higher level than prior to the COVID-19 Pandemic.</li> </ul>  |
| Facilitates broad scale job outcomes during recovery  | <ul style="list-style-type: none"> <li>• Evidences the amount of long term jobs created as a result of the initiative;</li> <li>• Generates jobs in sectors that were impacted by the COVID-19 Pandemic as part of the initiative.</li> </ul>  |
| Stimulates economic expenditure in the Surf Coast (business to business – resident to business) | <ul style="list-style-type: none"> <li>• Creates improved localised supply chains for Surf Coast Shire businesses.</li> <li>• Reduces leakage of discretionary expenditure by Surf Coast residents.</li> <li>• Generates expenditure in Surf Coast businesses from outside the municipality.</li> </ul>  |
| Markets Surf Coast Shire and stimulates length of stay and visitor expenditure                  | <ul style="list-style-type: none"> <li>• Boosting visitation, overnight stays and expenditure (particularly off peak) from those outside Surf Coast Shire;</li> <li>• The opportunities where Surf Coast Shire or the host township can be promoted, the nature of this promotion and the marketing reach;</li> <li>• The level of involvement of local businesses;</li> <li>• The ability of the initiative to trigger repeat visitation to Surf Coast Shire;</li> <li>• Reinforce and or strengthen the desired 'brand' of the host township or Surf Coast Shire in a positive way.</li> </ul> |
| Assists impacted sectors to transition services caused by COVID- 19 impacts                     | <ul style="list-style-type: none"> <li>• Enables businesses to move into new markets and become more sustainable;</li> <li>• Enhances the digital capabilities of business sectors to connect with existing or new markets.</li> </ul>   |

| Assessment Criteria<br>(Key objective)                                | Criteria Description  |
|---|---|
| Creates long term industry sector benefits                            | <ul style="list-style-type: none"> <li>Provides benefits that extend beyond the life of the initiative.</li> <li>Provides other identified benefits not listed above, which would significantly enhance the recovery phase of Surf Coast businesses.</li> </ul> |
| Is a regional initiative that has clear benefits for Surf Coast Shire | <ul style="list-style-type: none"> <li>Leverages off regional campaigns and/ or initiatives to deliver greater benefits for the Surf Coast than what would otherwise be achieved</li> </ul>   |

## Community Support Assessment Criteria

| Assessment Criteria<br>(Key objective)   | Criteria Description  |
|--|---|
| Builds and strengthens community connections.  | <ul style="list-style-type: none"> <li>How the initiative will create social gathering opportunities and the level to which it will achieve this;</li> <li>The level to which people of diverse backgrounds and ages are brought together;</li> <li>The ability of the initiative to forge positive new relationships/ connections within communities that are ongoing.</li> <li>Level of involvement by local volunteers;</li> </ul>       |
| Benefits broad range of community, with a specific focus on those experiencing disadvantage. | <ul style="list-style-type: none"> <li>Evidence of how the initiative will positively impact the host community;</li> <li>Caters for needs of all abilities including people with disability</li> <li>Demonstrates positive impacts that will be sustained to many people.</li> <li>Provides positive environmental sustainable outcomes.</li> <li>Provides an element of environmental education or awareness for attendees.</li> </ul>    |
| Supports and enhances community leadership   | <ul style="list-style-type: none"> <li>Builds new skills and capabilities in community organisations enabling them to become more sustainable and self-sufficient.</li> <li>Encourages young people (under 18 years) to be involved in community life and initiatives.</li> </ul>   |
| Improves health and wellbeing of communities paying particular attention to mental health    | <ul style="list-style-type: none"> <li>Initiatives that contribute long term to healthier eating and active living.</li> <li>Reduces harmful drug and alcohol use and promotes tobacco free living.</li> <li>Takes a long term approach to supports people suffering hardship or experiencing poor mental health.</li> </ul>  |
| Supports creative responses in recovery  | <ul style="list-style-type: none"> <li>Supports the development of arts &amp; culture and associated networks in the host township or greater Surf Coast Shire;</li> <li>Links attendees to culturally significant aspects of the host community/ies through the initiative and provides a point of celebration, reflection and connectivity.</li> <li>Builds sustainable activities that can last beyond a one off grant round.</li> </ul> |

## 9. Eligibility guide for organisations seeking funding

Organisations are eligible to apply for funding if they meet the following criteria:

- The organisation's initiative is:
  - Within Surf Coast Shire and will specifically benefit impacted residents, businesses or industry sectors of Surf Coast Shire; and
  - Able to demonstrate your initiative addresses a need as a result of the COVID-19 Pandemic;
- The organisation is either:
  - An incorporated, not-for profit organisation or commercial organisation; or
  - An unincorporated, not-for-profit organisation with an auspice arrangement\* with an incorporated, not-for profit organisation; or
  - An organisation with an ABN or have an \*auspice arrangement (the initiative must not be for an individual);
- The organisation is a regional organisation with a clear link to the Surf Coast Shire;
- The organisation's initiative may include other municipalities, but must have a dominant and/or distinct component in Surf Coast Shire;
- The organisation's initiative meets and addresses the Assessment Criteria outlined in Section 8 of these guidelines;
- The organisation has spoken to the Community Support Team or Business Support Team prior to submitting an application.

*\* Auspicing allows not-for-profit, incorporated organisations to accept grant funding on behalf of organisations who are not incorporated. The auspice organisation responsibilities can be explained by grant contact officers and will be included in funding agreements.*

Those ineligible to apply for funding under the COVID-19 Support Program are:

- Organisations, groups, bodies, or businesses:
  - that are outside of the Surf Coast Shire Council (unless the initiative is for the specific benefit of residents and businesses within Surf Coast Shire).
  - which are not planning to undertake the initiative in the Surf Coast Shire.
  - who cannot demonstrate adequate levels of governance.
  - seeking any retrospective payment for an initiative or item that has already been installed, delivered or funded.
- Individuals are not eligible to apply.

## 10. Monitoring and Evaluation

Council's approach will be guided by the *National Disaster Recovery Monitoring and Evaluation Framework for Disaster Recovery Programs* developed by the Australian and New Zealand School of Government.

Officer or community initiatives will be required to identify:

- Proposed outcomes

- Activities used to achieve the outcomes
- Outcome indicators
- Methods of data collection

Evaluation of outcomes will be required at the completion of a program or initiative (if data is available at that time) or at a later date by agreement.

Funding may be required to support monitoring and evaluation, commensurate with the level of funding allocated to the program or initiative.

Evaluation findings will be captured and used for the purpose of informing future decision-making.

