



Surf Coast Shire Council Plan incorporating
the Health and Wellbeing Plan

Progress Report

As at 28 February 2022

Introduction

The purpose of this report is to describe the status of Council Plan year one deliverables so that Council can monitor and report on the progress of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan 2021-2025 (Council Plan). The report also provides information on baseline measurements and strategic indicators that will evaluate the impact of the Council Plan.

The Council Plan was adopted by Council at its 28 September 2021 meeting. The Council Plan sets out Council's strategic direction for the four years to 30 June 2025. It describes the goals for the term of the current Council and provides a road map for how Council will achieve these goals.

The Monitoring and Evaluation Framework and Action Plan (Action Plan) was developed alongside the Council Plan and is used to guide Council in gathering data and reporting on the impact of the selected strategies. The Action Plan will be updated every year as we learn from monitoring and evaluation whether the actions that we're investing in are the right ones.

This progress report provides an update on year one deliverables (identified in the Action Plan) to provide an indication of how Council is advancing towards achieving each Council Plan strategy.

The structure of the report mirrors the seven priority themes and 19 strategies that frame the Council Plan.

Alongside each strategy we've listed the strategic outcome which is a description of the change that we want to see after four years of implementation.

Under that we've described our starting position detailing, where they are confirmed, the qualitative and quantitative characteristics of our baseline measurements. We also refer to any drivers or influences that may limit the ability of the selected strategy to make the intended change. Alongside that we've described the future state which indicates a qualification and/or quantification of the strategic outcome using shifts in the baseline measures.

Under that is a table of headline actions, each with a status update described in terms of the progress we made on year one deliverables. Three icons denotes whether the deliverable is 'not yet started', 'initiated with implementation ongoing' or 'completed'.

More detailed Information about each of these monitoring and evaluation terms is outlined below.

Outcomes

Each Council Plan strategy includes an end-of-program or strategic outcome which outlines what we aim to see in four years' time. The strategic indicator baselines, actions and yearly deliverables are created and evaluated as ways to work towards achieving the Council Plan outcomes.

Strategic indicator baselines

Strategic indicator baselines are determined to help us understand what is important to measure and will tell us the difference that four years of implementation has made. These baselines will ultimately act as a tool to measure the extent to which we've achieved the Council Plan's strategic objectives.

At the time of this reporting period the organisation is working towards determining meaningful baselines that will prove helpful in analysing our progress towards achieving the strategic outcomes throughout the Council Plan period. This report provides an update on the progress made to date in determining our baselines. These will be finalised and reported against in the period ending 30 June 2022.

Headline actions

Below each strategy sits a number of headline actions. These describe a strategic course of action which is likely to be carried out at increasing levels of maturity across the four years of the Council Plan. These may be implemented and reviewed before the end of the four year period and if so, they will be removed. There is also opportunity each year to include a new course of action that contributes to the achievement of the strategy.

Yearly deliverables

Key deliverables are determined each year and these inform us of the progress of actions or initiatives. Each years' deliverables will outline specific projects or actions that are intended to be completed during the financial year to support headline actions and more broadly, the Council Plan outcomes. The extent to which these deliverables have been

achieved (how much and how well) will help us assess whether we are on track to achieving end of program outcomes and guide the development of subsequent action plans.

Relevant year one actions have been incorporated into the headline action status updates.

Liveability report baselines

Between 21 January 2021 and 4 March 2021 Place Score collected Neighbourhood Care Factor surveys, Place Experience Assessments in towns across the Surf Coast Shire. The engagement resulted in a representative sample with a 95% confidence level.

The Care Factor (CF) section of the survey asks respondents about their ideal neighbourhood. Respondents select their three most important attributes in five Place Dimensions:

Look and Function. The physical characteristics of the area - how it looks and works, its buildings, public space and vegetation

Sense of Welcome. The place is inviting to a range of people regardless of age, income, gender, ethnicity or interests.

Things to Do. Activities, events and the invitation that leads you to spend time in a place.

Uniqueness. Things that make the area interesting, special or unique - these could be physical, social, cultural or economic aspects of the place.

Care. How well the area is managed, maintained and whether improvements are being made - it considers care, pride and both personal and financial investment.

Place experience (PX) is calculated by rating the performance of 50 attributes across nine characteristics. They are:

Character: Character relates to an area's heritage, its identity and how unique it is.

Community: Community relates to people's identity, how they express that identity, and how they interact and define the broader community.

Economy: Economy relates to revenue generation through different sectors and economic activities, and job creation.

Environmental Sustainability: Environmental sustainability relates to the protection and care of the environment, and how people adapt to the climate.

Housing and Development: Housing and development relates to the built form, housing, tenancy types and development.

Management and Safety: Management and safety relates to the management of an area and its users

Movement: Movement relates to the movement of people and goods

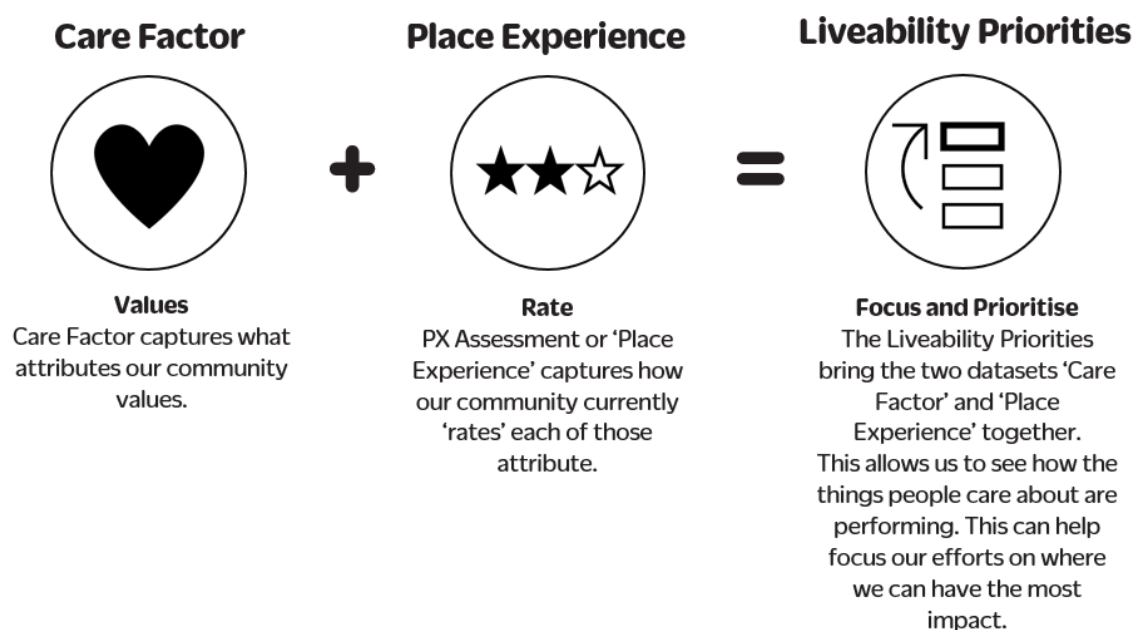
Open Space: Open space relates to open space, both public and private, and its features

Social Facilities and Services: Social facilities and services relates to infrastructure and programs that support community development and health.

The Place Score Care Factor and Place Experience assessment has identified Neighbourhood Strengthens and Liveability Priorities for Surf Coast Shire communities by aggregating 'community values' (what people care about) with 'liveability performance scores' (how the things that they care about are currently being looked after). The more people that care about a place attribute, and the poorer it performs, the more it gets bumped up the list of Liveability Priorities. Conversely, Neighbourhood Strengths are features of a place that are both valued and already contributing positively to local liveability.

These insights form an important baseline for Council and will help us to identify what is important to our community, how a place is performing and what the focus of change and improvement should be.

Figure 1.



Attributes identified as strengths to be nurtured are those scoring above 40% for Care Factor and performing above 7 (out of 10) for Place Experience. In the Surf Coast Shire they are:

- Walking and bike paths that connect housing to communal amenity (shops, parks, etc.)
- General condition of public open space (street trees, parks, etc.)
- Elements of the natural environment (natural features, views, vegetation, topography, water, wildlife)
- Quality of public space
- Amount of public space
- Sense of neighbourhood safety
- Sense of character or identity that is different to other neighbourhoods
- Landscaping and other natural features (landscaping, planting, etc.)
- Local businesses that provide for daily needs (grocery stores, pharmacy, banks, etc.)

Liveability priorities that require more attention are those scoring below 40% for Care Factor and performing under 7 (out of 10) for Place Experience. In the Surf Coast Shire they are:

- Protection of the natural environment
- Sustainable behaviours in the community (water management, solar panels, recycling, etc.),
- Access to shared community and commercial assets (library, bike/car share, sports facilities, etc.)

The full list of Care factors and how they relate to Place Experience may be view in Figure 2 (below).

Figure 2: Shows the gap between Care Factor (CF) and Place Experience (PX)



Status

For the 2021-22 period we committed to 60 headline actions in the Action Plan. Each of these are characterised below as either:



Complete



Initiated with
implementation
ongoing

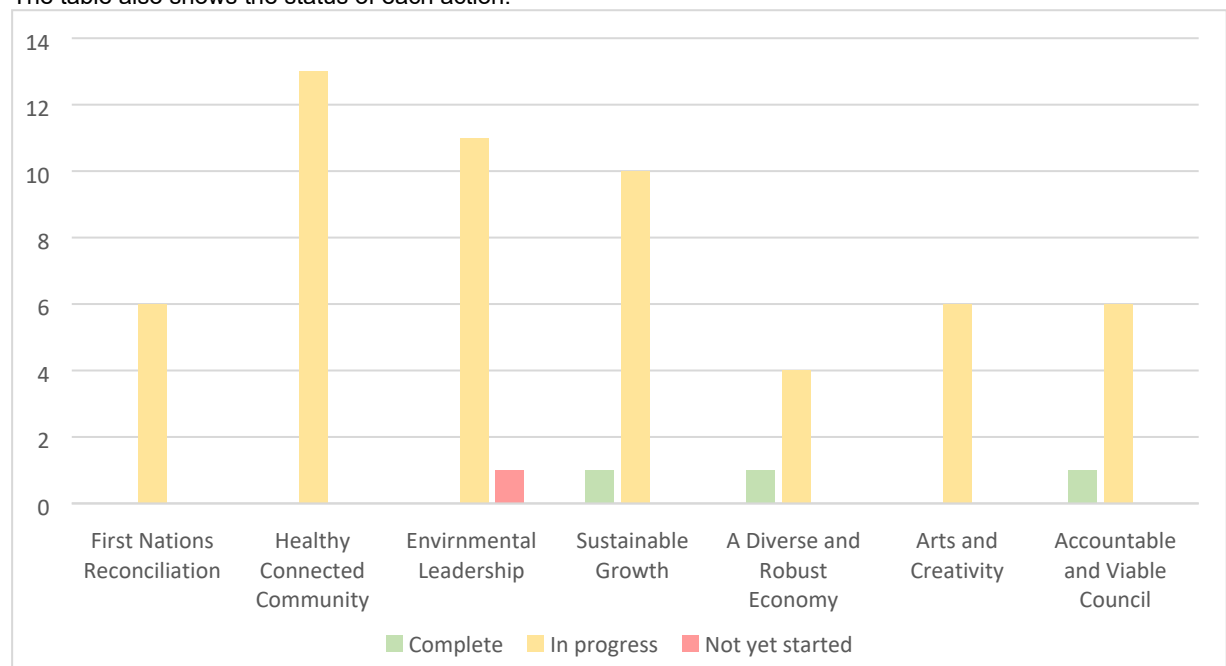


Not yet started

The majority of the actions have commenced (55) with three already being achieved and only one yet to commence (see table 2)

Table 1: Summary of status of headline actions

Table 1 shows the number of actions on the vertical axis against the seven Council Plan themes on the horizontal axis. The table also shows the status of each action.





Theme 1. First Nations Reconciliation

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

Outcome (in four years we'll see):

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

Current state

The Wadawurrung people and the Gulidjan and Gadubanud people of the Eastern Maar number among the western Victorian tribes decimated by massacres and systematic violence at the hand of colonialists.

Wadawurrung people and the Gulidjan and Gadubanud people of the Eastern Maar have revived their knowledge and custom, despite the ongoing superimposition of a hostile western paradigm. The Recognised Aboriginal Parties (RAP) for the traditional lands on which the Surf Coast Shire is situated are the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) and Eastern Maar Aboriginal Corporation (EMAC). They are the respective custodians of their lands and peoples. Added to this responsibility is growing demand for cultural knowledge that these RAPs are not resourced to provide.

The Surf Coast Shire has a role in supporting our local RAPs to achieve the goals of their respective Country Plans and to be able to share their culture and build broad recognition and respect in our community by better planning and funding cultural consultancy.

Currently Council does not have a mechanism to plan for and fund engagement with our Traditional Owners. This mechanism might take a number of forms and Council will be guided by WTOAC and EMAC as to what best supports their work.

Future state

Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) and Eastern Maar Aboriginal Corporation (EMAC) each endorse protocols for engagement that meet their needs.

Community members, groups and businesses are more aware of and participate in events and activities that celebrate local Traditional Owner culture.

Community members, groups and businesses value the deepening of their understanding gained through participation in cultural events and activities.



Community members, groups and businesses adopt cultural and language protocols in their own operations, ie, they provide an Acknowledgement of Country at meetings and on websites, etc. and plan and fund cultural consultancies into their projects and ventures.

Council engages with Traditional Owners during the early stages of completing projects.

Traditional Owner language is well considered and wide-spread on signage across all Country areas.

Headline actions:

Action	Status	What work has been completed so far?
A Identify opportunities to progress the County Plan goals of Wadawurrung and Eastern Maar.		A network of councils have been established which includes the Surf Coast Shire, City of Greater Geelong, City of Ballarat, Golden Plains Shire, Moorabool Shire, City of Wyndham and Pyrenees Shire. The network has conducted two meetings and has committed to bi-monthly meetings moving forward. At the start of each meeting a Wadawurrung Traditional Custodian will attend to receive and provide updates. This progress demonstrates that the year one deliverable to 'establish a Network of Councils on Wadawurrung Country to identify opportunities to jointly support the Wadawurrung Traditional Owner groups' has been achieved.

Action		Status	What work has been completed so far?
B	Incorporate local Aboriginal and Torres Strait Islander art, history and culture in the public realm, at events and in programs.		Council's first year of reviewing its approach to 26 January was welcomed by Traditional Custodians. This review is in response to the year one deliverable to 'Review Council's approach to 26 January to increase awareness of the impact of the day on Aboriginal and Torres Strait Islander people'. Feedback was largely positive and Wadawurrung Traditional Custodians indicated they would like to work in partnership next year to acknowledge the date through ceremony. Work has also taken place to invite emerging artists to Reconciliation Week activities and NAIDOC week activities.
C	Support Traditional Owners' efforts to build their capacity and influence.		This headline action has been approached through the year one deliverable 'ensure Acknowledgement of Country signage is included and visible in Council sites and facilities across the Shire'. A signage project is currently being scoped.

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

Outcome (in four years we'll see):

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

Current state

In 2012, the Surf Coast Shire participated in a Reconciliation Victoria survey of all Victorian local governments. The survey comprised 125 questions related to policy and practice across key function areas of local government. The Survey indicated that, along with 30 other Victorian Councils that the Surf Coast Shire Council didn't include any 'Indigenous-specific strategies commitments or initiatives' in its strategic documents. The survey also indicates that, along with 34 other councils, the Surf Coast Shire Council did not have a Reconciliation Action Plan/Aboriginal Action-Inclusion Plan or similar/Aboriginal Engagement/Consultation Policy or Protocol in place.

First Nations Reconciliation make up two of 19 strategies in our Council Plan.

In June 2021, Council surveyed of Surf Coast Shire staff on their understanding of reconciliation and the extent to which they currently incorporate the perspective of Traditional Owners in Council business and decision-making. The survey found that:

- 83% feel that Council's relationship with ATSI People is extremely or very important
- 69% have never done an Acknowledgement of Country at a Council Meeting
- 49% of staff have worked with ATSI people in their role at Council.

Future state




Council will work with and be guided by Traditional Owners to establish engagement protocols that meet their needs.

We will work to increase understanding of reconciliation among Council staff and the importance of Traditional Owner engagement in Council business and decision-making.

Increased awareness of the perspectives of EMAC and WTOAC through engagement protocols will contribute to a higher level of confidence in building in and funding Traditional Owner engagement in the design phases of a project.

Council staff will demonstrate understanding and respect through following approved cultural protocols, such as acknowledgement of country' in meetings convened on behalf of Council.

Headline actions:

Action		Status	What work has been completed so far?
A	Develop and implement a succession of Reconciliation Action Plans.		The year one deliverable to 'adopt and implement a 'Reflect' Reconciliation Action Plan' is currently in progress. The Reflect Reconciliation Action Plan has been drafted and endorsed by Reconciliation Australia and the Wadawurrung Traditional Owners Aboriginal Corporation. Discussions are being held with Eastern Maar Aboriginal Corporation.
B	Develop the cultural competency of Council staff and volunteers.		A cultural awareness training program has been developed in line with the year one deliverable 'develop and implement Councillor and staff cultural awareness training program'. This program commenced with two Walk on Country training sessions held. Officers have scheduled capacity building activities for Reconciliation week.
C	Improve engagement with Wadawurrung Traditional Owner Aboriginal Corporation and Eastern Maar Aboriginal Corporation at local and Country levels.		Progress has been made with two year one deliverables to progress towards achieving this headline action. A Basic Resource Kit has been drafted and is currently being finalised in response to the year one deliverable to 'develop engagement protocols and an engagement plan'. The year one deliverable to 'recruit an Aboriginal Engagement Advisor' has been completed with the appointment of an officer in late 2021. This role provides advice to teams regarding respectful engagement with Traditional Owners.



Theme 2. Healthy Connected Community

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

Outcome (in four years we'll see):

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

Current state

Baseline audits are currently underway to understand how facilities and open spaces across the Shire are faring in terms of their:

- provision and distribution
- quality and experience (fit-for-purpose)
- usage and performance and
- meeting immediate needs.

The audits will inform the development of the Integrated Social Infrastructure and Open Space Plan. These data sets reviewed every four years, with some measurements such as condition, social data checked at closer intervals, to understand how our baseline has deviated.



Future state

In the short term, the baselines provided by the audits and the guidance on prioritising planning and investment decisions (detailed in the Integrated Social Infrastructure and Open Space Plan) will provide our community with clarity Council's role, how decisions are made and what's planned in the place they live.

In the medium to longer term, this will improve equity through places, spaces and services and contribute to shifts to improvements in our social, health and recovery indicators.

Headline actions:

Action	Status	What work has been completed so far?
A Facilitate equitable access to quality social infrastructure including recreation facilities, open space, transport facilities and community buildings.		<p>The year one deliverable to 'develop a community informed and endorsed Social Infrastructure and Open Space Plan (SIP)' is in progress. The following data has been collected: baseline social and needs, baseline service estimation and provision and updated asset condition and value. Fit for purpose audits are to be completed by the end of March 2022 followed by the analysis and strategy phase in the second quarter of 2022. Based on what feedback is received through the public exhibition will inform the timing of receiving a report on the findings of the exhibition process and adopting the final Social Infrastructure Plan.</p> <p>A second year one deliverable is also being addressed, with a draft policy for decision making and prioritising investment being complete and a needs assessment and draft strategy under development. This project is expected to be completed by June 2022 and will achieve the deliverable to 'establish a policy position on the planning, provision and level of service of social infrastructure and open space'.</p>
B Ensure planning and design of all new social infrastructure provides fair and equal access for all by application of best practice principles including universal design and gender impact assessments.		<p>Fit for purpose audits, including accessibility audits, are currently being completed and are expected to be finished by the end of March 2022.</p> <p>The Stripling Reserve Pavilions and Grant Pavilion Extension designs are complete and include universal design principles. Construction is in progress. The Surf Coast Aquatic and Health Centre design is soon to commence and that will also include universal design principles.</p>

Action	Status	What work has been completed so far?
C Implement initiatives that create greater connectivity, utilisation and carrying capacity of social infrastructure and open space		This action will be addressed by the year one deliverable to 'develop a community informed and endorsed Social Infrastructure and Open Space Plan (SIP)' and this is currently in progress. See comment in Action A.
D Ensure Council policies and property agreements related to Council land and facilities promote healthy lifestyles including minimising harmful consumption of alcohol.		An updated draft licence agreement template has been created and this addresses minimising harmful consumption of alcohol. This project reflects the year one deliverable to 'review and modify Council's policies and property agreements to minimise harmful consumption of alcohol and other drugs on Council property'.

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

Outcome (in four years we'll see):

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

Current state

Active travel to school is great for kids physical and mental health because it builds physical activity into their day, it gets them out into nature and provides them with the opportunity to grow their independence and to make a couple of extra buddies (literally along the way). Active travel reduces transport emissions and localised traffic congestion. In 2019, seven schools participated in Walk to School programming.

The Council Plan incorporating the MPHWP focuses on five health priorities that represent protective and risk factors that most impact the health and wellbeing of Shire communities. Facilitating access to affordable services and programs that address the needs of target cohorts is integral to encouraging proactive participation. Council is not a provider of mental health, family violence of alcohol and other drug services but can increase awareness of available services and can provide consulting rooms for outreach services within appropriate facilities.

16 Days of Activism is a United Nations (UN) aligned initiative that aims to address gender based violence by working closely with the communities they affect. In 2021, Council distributed 22 'Respect is' resource packs including picture books, class materials, etc. to School/Early Childhood Service/Groups across the Shire.




Future state

We want to see more schools undertaking active travel to school, this includes 'walk to school' day program activities that precipitates route planning and identifies any hard and soft infrastructural barriers to more regular walk, ride and scoot habits.

We want to extend the level of participation in new health priority focus area programs or services by improving communities' awareness of existing services and working with communities to identify and address service gaps by providing consulting rooms for outreach services within appropriate facilities.

We want to increase the resources that we make available to the community to increase awareness about gender-based violence and increase participation in the 16 Days of Activism campaign.

Headline actions:

Action	Status	What work has been completed so far?
A Build understanding of how to access family violence, mental health, alcohol and other drug, disability and age-related services available to people on the Surf Coast.		A consultant has been appointed to complete the year one deliverable to 'undertake Service Mapping to understand referral pathways for family violence, mental health and alcohol and other drug services'. The project is progressing and is expected to be completed in April 2022.
B Identify service gaps and advocate and build partnerships to fill them in the areas of family violence, mental health, alcohol and other drugs, disability and age related issues.		<p>Booklets and online resources have been developed to provide support to Over 55s as outlined in the year one deliverable 'creation and dissemination of information on services and supports for Over 55s via printed booklets, senior's week events and Council's website'. The booklet was a PACC initiative and a part-time project worker was employed to map out what services and supports should be included in the booklet. It is available on Council's website and was distributed via a number of means.</p> <p>For Senior's Week and Positive Ageing Month, Council held a number of online Zoom events incorporating a launch with a guest speaker. These events were advertised through local papers, Council's website, emails and social media. Events were planned to showcase local groups such as U3A and the Lorne Historical Society, included a show from the Piano Bar and finished with a Positive Psychology event for mental health.</p> <p>The second stage of the project will be to advocate for service areas to fill identified needs and gaps.</p>
C Develop partnerships to support the delivery of primary prevention mental health, alcohol and other drug consumption programs with sporting clubs, community organisations and Council's youth and positive ageing programs.		<p>The year one deliverable to 'explore models (such as 'Communities that Connect') to partner with community stakeholders to provide support to young people in our community' has commenced with different models having been scoped. Communities that Connect has been explored and meetings have been set up with external stakeholders that are engaged in the Communities that Care process to discuss the Youth Census.</p> <p>A Memorandum of Understanding currently exists with Barwon Children, Youth and Family which allows them to use the consolation rooms at Council's KMCC building for three days a week, free of charge. They are offering services for alcohol and other drugs (youth and all ages support), youth mental health and family drop in sessions. All services are available for the community to access for free.</p>

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

Outcome (in four years we'll see):

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

Current state

The Surf Coast Shire has limited public transport infrastructure and services. Parts of the Shire are wholly reliant on private vehicle transport which can restrict the mobility of young people, older people and people with disability and prevent their participation in social and economic life.

With limited public transport and an enthusiasm for active travel, the Shire's network of pathways appeal to recreational cyclists. Improving links between existing networks will further enhance trail-based tourism and improve the safety and appeal of active transport commuting. A 2021 Cycling Safety Survey learned the priorities of road, mountain bike and gravel cyclists.

The 2016 census identified that 3.4% of residents used active transport to get to work and 11.7% worked from home.

Currently the Surf Coast Shire attracts external funding to improve road and path infrastructure. Currently we partner with Parks Vic, and private landowners to support access to and connection between trails. Council leverage this investment to gain the in-kind support of the Surf Coast Mountain Bike Club which provides hours of volunteer trail maintenance.

Future state




We will identify partners and shared priorities, advocate and attract resources for priority transport projects.

We will check in on the progress of priority projects identified in the Safer Cycling Strategy and work to understand the needs of a broad range of local cyclists and address barriers to the participation of children, families, women, seniors, local businesses/workers in to-school, to-work travel and short trips (>5km).

We will utilise the disruption provided by work-from-home arrangements that contributed to reduced peak hour traffic congestion and the formation of new walking and cycling habits and deliver pathway and trail infrastructure, wayfinding and other supports to positively enhance behavior change.

We will increase matched in-kind support for trail maintenance, adventure tourism promotion, etc. by local clubs.

Headline actions:

Action	Status	What work has been completed so far?
A Have strategies in place to prioritise and deliver key infrastructure and work to better integrate land use and transport planning.		Officers are working to update the Safer Cycling and Pathway strategies by June 2022 which is outlined as a year one deliverable. The Safer Cycling Strategy is has been developed and is currently being finalised. The existing Pathway Strategy is currently being reviewed and updated.
B Embed active transport in an integrated approach to place making.		Officers are currently participating in the development of the G21 Integrated Transport Strategy. Once this strategy is developed it is to be adopted by Council in accordance with the key one deliverable.
C Promote places and spaces that are accessible, affordable and easy to get to for all abilities.		Completed fit for purpose, general accessibility and travel accessibility audits on Council facilities and car parks to create the baseline data to inform the Integrated Social Infrastructure and Open Space Plan (draft due for completion in June 2022). Completed Pathway Strategy, Safer Cycling Strategy and Torquay Wayfinding and Signage Strategy to promote better access and connectivity.

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

Outcome (in four years we'll see):

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

Current state

Competition Policy has seen many local governments hop out of age and disability care services. In this space, Council's role has shifted away from service provision to be more in line with other areas of Council that support the health and wellbeing of its resident cohorts through to planning, partnering and facilitating access to the infrastructure, services and supports that keep people healthy and well.

Council runs programs and activities that celebrate diversity, build social inclusion and address health equity. They include:

- Casuarina Leadership Program (25 participants)
- Climate Mobilisers (17 participants)
- Community Project Development Projects. In 2021, there were 8 Community Partnership projects (100% community contribution matched to Council Officer project support at a total value of \$192,650)
- IDAHOBIT Day
- 16 Days of Activism
- Reconciliation Week
- International Women's Day.



Future state


Our evidence based planning and partnership focused facilitation encourages more residents to participate in services and activities run by Council and its partners.

High levels of participation in programs like Climate Mobiliser and Casuarina Program are maintained and the number of program proposals that are explored for implementation grows and graduates and alumni come back to be involved in future programs.

A higher proportion of Community Project Development Projects are aligned with Council Priorities and delivered in partnership with a higher contributions of community/private investment.

Headline actions:

Action	Status	What work has been completed so far?
A Build community organisations' skills, networks and resources to increase community participation opportunities.		Part of this headline action has been achieved and the other part is ongoing. The year one deliverable to 'design, deliver and maintain an online community directory to enable the community to identify social connections and participation opportunities' is complete. The online directory has been developed and is currently being maintained. The second year one deliverable to 'continue to build the capacity of community leaders through the Casuarina Leadership Program, Community of Practice sessions and a tailored training program' is ready to be delivered. The Community of Practice session is scheduled to begin 17 March 2022. Recruitment is complete and a consultant has been appointed and the program is ready to be delivered.
B Remove barriers to make it easier for community to provide or access social connection and participation opportunities.		Council's grants programs have been reviewed and the findings have identified the need for an overarching grants policy which can guide processes and decisions regarding grants programs. The review was been applied to the following outgoing grants which Council administers to the community and businesses - Small Grants, Arts Seed Fund, and COVID Recovery Grants. In response, a new Council policy has been written and is being presented to the March Council meeting. Following Council's decision at this meeting, new guidelines and a program will be created. This work

Action		Status	What work has been completed so far?
			<p>aligns with the year one deliverable to 'establish and launch a revised Community Grants Policy and Program'.</p> <p>To meet the year one deliverable to 'continue to enable community ideas through Community Project Investigation and Collaboration Program', officers are working towards the establishment of a Community Initiative Assessment Panel. The panel will utilise internal subject matter expertise to provide streamlined and effective support to community groups who are delivering projects.</p>
C	Support community groups to ensure their activities are inclusive for everyone.		<p>The interconnectedness of communities is supported through Community Action Network meetings that are regularly held in Anglesea, Deans Marsh, Torquay, Aireys Inlet and all towns in the 3231 postcode area. Other community networks such as Growing Winchelsea and Moriac Community Network are also supported.</p>

Theme 3. Environmental Leadership

Strategy 7: Protect significant habitats, landscapes and biodiversity

Outcome (in four years we'll see):

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

Current state

Currently there is no comprehensive framework by which Council can assess the biodiversity values on land that Council manages. Various quantitative measurements of land management such as native species, habitat/food for wildlife, canopy cover, etc. are measured for specific sites.



Additionally, gaining Traditional Owners input in Council stewardship of their traditional lands is a vital aspects of land management and should be aligned to the WTOAC and EMAC Country Plan goals.



Future state

We continue to manage nature reserves and rural roadsides in accordance with current annual action plans which target activities that threaten to undermine biodiversity such as pest plant and animal problems.

Council will work in partnership with local Registered Aboriginal Parties in the management of Council land including at least one meeting per year with each RAP to identify and progress co-management opportunities.

Headline actions:

Action	Status	What work has been completed so far?
A Manage Council nature reserves and rural roadsides to improve resilience to climate change, including retention of native vegetation, species selection, and pest plant and animal management.		<p>Work to improve the resilience of Council managed land to climate change has continued. Specialist contractors were engaged to treat weed and rabbit issues on Council managed land in order to maintain the condition of the native vegetation and the associated fauna habitat. Mowing in some reserves has been altered to improve the available fauna habitat.</p> <p>An investigation into the Bells midden site has been completed along with a reassessment of the listing of the Bells Beach Surfing Recreation Reserve on the Victoria Heritage Register. The proposed amendment to the heritage listing to include recognition of the Wadawurrung and the significance of the reserve from the Wadawurrung perspective was submitted to the Victorian Heritage Register in December 2021. It is expected that it will take up to 18 months for the heritage listing to be formally amended. This year one deliverable has been completed.</p>
B Partner with Landcare, community groups, private landholders & local businesses to protect biodiversity and threatened flora and fauna and manage pest plants and animals in the shire.		<p>During the first half of the 2021-22 financial year, Council continued partnering with local community groups to undertake environmental improvement projects. Examples of partnerships include revegetation with Torquay Landcare, weeding, planting and litter clean-ups with Rip Curl Planet Day and the Quiksilver Foundation; and supporting reserve Friends of working bees such as Friends of Allen Noble Sanctuary. Pest plant and animal work was also undertaken on roadsides and in Council reserves to support the on-ground work of landholders participating in their local Landcare programs, and also the work of agencies such as GORCAPA. Landcare groups were also supported through the printing of newsletters and a new rabbit management brochure. We also supported community groups to implement biodiversity grant funding such as the Wild Otways projects and Landcare grants. Council provided sponsorship to Deakin University, and also the Friends of the Barwon River to aid research into the Powerful Owl and Platypus.</p>

Action	Status	What work has been completed so far?
C Provide environmental advice and support to Council's review of catchment stormwater arrangements in relation to the Karaaf wetlands.		<p>Environmental Assessment has commenced as part of the broader program of projects on the Karaaf. Council staff have collated background resources and assessments and shared this information electronically. Changes in the Council's approach to complex issues will involve greater attention to:</p> <ul style="list-style-type: none"> • meeting with and listening to key organisations and interest groups (as potential partners) • facilitating discussions with key government organisations, experts and community representatives to fully understand the problem/s • exploring the possibilities and potential options for addressing the critical issues • developing an integrated water management plan to ensure the long term protection the Karaaf and effective management of a valuable resource. <p>A Project Control Group has been assembled including Council, community and agency representatives and a brief for the engagement of an appropriately skilled consultant to undertake the field assessment/monitoring is in preparation. The PCG will guide and oversee a program of work to determine the appropriate quality and quantity of storm water that should enter the Karaaf to support its long term health and what is needed to achieve this. The program of work includes an Environmental Assessment and a Stormwater System Assessment which have both commenced. A Karaaf webpage has been created on the Surf Coast Shire website and is being updated as new information comes to hand.</p>
D Develop a State of Environment report to improve understanding of local environmental conditions and direct future Council environmental funding where it is most needed.		<p>This action is currently on hold. It is appropriate to defer the commencement of a State of Environment Report until it is understood if this project will be led by Council or GORCAPA in the future.</p>

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

Outcome (in four years we'll see):

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

Current state

Council hold a 10 year contract for the purchase 100% renewable energy, implemented in July 2021.

Council is in the process of getting third party verification of the methodology used to calculate our corporate greenhouse gas profile. This will provide a more accurate baseline - estimated at 20,500t CO2e for the 2020-21 financial year - from which we can measure our carbon emission reduction efforts.

The current solar capacity (kW) and battery storage capacity (kWhrs) of Council sites respectively.

Future state

We are aiming to achieve Climate Active carbon neutral certification. The certification is a new iteration of the Australian Government's carbon neutral certification* that better reflects the role that government, business and community have to play in working together to address climate change.

The purchase of 100% renewable energy will reduce our emissions by around 2,450 tonnes per annum, or approximately 15.5% of our corporate emissions. This is based on a typical emissions profile – an average of the last 3 years – so while our baseline profile maybe more so are the potential emission reduction savings.

The last two years have presented as an anomaly for the use and emissions of Council's fleet. 2019 may set up an artificial baseline as we recover from the pandemic working from home will still make up a portion of total working hours.






In 2021, there were residential and business solar installations, the total capacity of which can form a baseline for increases in installation and capacity.

In 2020 to support the development of the Climate Emergency Response Plan, Council surveyed community members (n=400) about their level of awareness of climate change, its impacts and the roles of individuals and institutions to respond. On average respondents identified 5 (out of 8) areas of their lives in which they were personally taking action to respond to climate change.

Making the most of the disruption that pandemic work-from-home orders provided to commuter generated transport emissions, the emissions fleet savings will be calculated from a pre-pandemic baseline taking into account the effect that work from home has on fleet emissions.

Over the life of the Council Plan we want to see more installations and a higher total capacity, including access by those in social and private rental tenures.

Headline actions:

Action	Status	What work has been completed so far?
A Deliver the action plans covering the first four years of Council's ten-year Climate Emergency Corporate Response Plan.		Delivery of the Climate Emergency 2021-23 Action Plan is on track with 15% of actions completed, 72% of actions on track to be delivered within the two year time frame of the Action Plan and 13% subject to funding or delayed. Quarterly updates were provided to Council in October 2021 and February 2022.
B Reduce emissions and offset residual emissions from Council's facilities and operations to be a carbon neutral organisation.		Our process for achieving carbon neutral certification under the federal government Climate Active Scheme is well underway. Work to date includes: <ul style="list-style-type: none"> Registered with Climate Active and engaged consultants to support our process. Reviewed and updated our corporate greenhouse gas inventory. Purchased 19,000 accredited carbon offset units. Ongoing identification of emissions reductions opportunities.
C Increase Council's uptake of renewable energy and transition away from fossil fuel use.		The following work has been completed to date to address this action: <ul style="list-style-type: none"> Transitioned to 100% renewable electricity for all Council facilities and street lights via the Victorian Energy Collaboration Installed 131.84kw of solar capacity across 9 Council facilities and 43.3kWh of battery storage across 3 Council facilities. Continued transitioning Council's light fleet to hybrid vehicles Undertook energy efficiency and gas removal assessment for civic precinct.
D Integrate Environmentally Sustainable Design principles in Council facilities		The year one deliverable to 'develop an Environmentally Sustainable Design (ESD) Policy for Council facilities' was completed with the policy's adoption in November 2021. Implementation of the policy will be ongoing.
E Support our community to reduce emissions in response to the climate emergency.		The following work has been undertaken to achieve this action: <ul style="list-style-type: none"> Delivered Climate Mobiliser program – Zero Emissions Surf Coast community group formed. Three climate action projects supported through small grants, incl. an EV charging station at Moriac, a Climate Revolution Summit led by Surfers for Climate, and the development of a locally based ecological footprint calculator led by Surf Coast Energy Group. Three community garden improvement projects were also supported,

Action	Status	What work has been completed so far?
		<p>helping to improve local food production, which has both climate mitigation and adaptation benefits.</p> <ul style="list-style-type: none"> • Youth 4 Climate 2021 program completed, empowering 6 participants aged 14-21. Funding has been secured to continue the program in 2022. • Supported and participated in the Great Ocean Road Communities Network 'Climate Change and Coastal Erosion' webinar series • Funding provided towards the establishment of a new B Corp chapter on the Surf Coast. <p>These actions align with the year one deliverable to 'share climate change data, stories, solutions and information through a variety of platforms to inspire action amongst Council officers, Councillors and our community'.</p>

Strategy 9: Divert more material from the waste stream

Outcome (in four years we'll see):

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

Current state


In February 2021, Council introduced a fourth bin to all for food organics and garden organics (FOGO) collection. The first six months saw a 33 per cent decrease in waste sent to landfill.

Future state

We will contribute to reduce emissions from the landfill by further increase participation in FOGO and diverting food and garden waste from land fill through our food recovery stream.

Amount of attributed emissions saved will be calculated by using an equation that calculates volume reduction and emissions for identified waste streams at Anglesea Landfill.

Headline actions:

Action	Status	Update
<p>A Develop a waste strategy that embeds the principles of the waste hierarchy, including an action plan for achieving the 'Towards Zero Recoverable Waste to Landfill' corporate target.</p>		<p>The project to implement a Surf Coast Shire Waste Strategy has commenced. A project management officer is currently completing research for the project and collaborating with other councils who have recently completed their waste strategies. Officers aim to have the strategy finalised by 30 June 2022.</p>

Strategy 10: Adapt to a changing climate

Outcome (in four years we'll see):

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

Current state

As part of its Emergency Management arrangements, Council has good understanding of hazards and vulnerability and therefore risk associated with extreme weather events. This informs the ongoing process of review of Council's emergency management plans which in turn provides a useful indicator of organisational and community resilience levels in the face of climate impacts.

Council has Bushfire Management, Heatwave and Flood Plans in place for each town in the Surf Coast Shire.

Council recognise that there is a currently no comprehensive framework that would allow Council to measure organisational and community adaptive capacity. Council will work to develop this evidence base through assessing:

- Corporate risk register relating to climate change
- Expenditure on infrastructure upgrades/planning responses relating to climate impacts (e.g. drainage upgrades) compared with expenditure on recovery efforts
- Community experience of the impacts of climate change and resources that contribute to resilience.



Future state

All emergency management plans incorporate climate change considerations to address impacts of extreme weather events and community members are aware of their town's Bushfire Management, Heatwave and Flood Plan.

Council will maintain a management level of risk relating to the impacts of climate change on its business. Council will use evidence to prioritise infrastructure upgrades that will lessen climate related asset failures and recovery expenditure.

A finer level of detail regarding community resilience to the impacts of Climate Change may be available through a 'Community Resilience Scorecard' that will provide data that indicates how well placed the community are to better respond to climate and emergency impacts.

Headline actions:

Action	Status	What work has been completed so far?
A Develop and maintain a Climate Change Adaptation Plan		Updating Council's draft Climate Change Adaptation Plan will remain a key deliverable moving into year two of the Council Plan. The commencement of this work has been delayed due to staffing resource capacity, although initial research has commenced and a project team will be established in the last quarter 2021-22.
B Support our community to prepare for, and build resilience for living in a changing climate		<p>The following measures have been implemented by Council's Emergency Management Team:</p> <ul style="list-style-type: none">• Fuel reduction and fire prevention works across high risk townships in the shire.• Estuary openings of Anglesea River and Painkalac Creek to mitigate flood risks.• Public communications before, during and after extreme weather events.• Fire preparedness/community resilience engagement activities.• Ongoing planning with emergency services agencies for continuous improvement of response, relief and recovery arrangements. <p>The year one deliverable to 'establish at least one Climate Adapted Building demonstration site at a community facility or Emergency Relief Centre' has also been completed with the site being established at the Aireys Inlet Community Hall.</p>



Theme 4. Sustainable Growth

Strategy 11: Protect heritage and township character

Outcome (in four years we'll see):

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

Current state


As part of community engagement to develop the Council Plan, with the help of liveability researchers, Place Score, Council ran a survey that asked respondents (n = 1279) what features of their neighbourhood or town that most cared about and then asked them to rate how those features were being looked after. If an attribute was highly valued but considered to be performing badly, it was flagged as a liveability priority, ie, a priority for Council investment. Council will utilise the results of the baseline liveability assessment and will re-test, opportunistically at a project level and fully at the end of the four years of implementation. The attributes 'Sense of character or identity that is different from other neighbourhoods' and 'Overall visual character of the neighbourhood' were both highly valued (scoring seventh and 15th in term of being valued by the community tenth and second highest for performance).

Future state

The liveability study baseline allows Council to understand the value that communities ascribe to different place attributes. Understanding which attributes most contribute to people's liveability, what their priorities are for their towns, means that Council can direct resources to maintain or improve them. Council aims to maintain the current value in and performance rating that community place on 'Sense of character or identity that is different from other neighbourhoods' and 'Overall visual character of the neighbourhood' by undertaking place-based planning informed by evidence and community insights, on neighbourhood character and heritage related overlays; interpretive projects involving wayfinding; partnership approach to facility design and development, building awareness and use of Burra Charter the redevelopment of older buildings.

Headline actions:

Action	Status	What work has been completed so far?
A Complete a Shire Wide Settlement Strategy.		Project funding has been secured through the Victorian Planning Authority's 'Streamlining for Growth' fund. Project planning is underway with the project to commence mid-2022.
B Support significant State Government Planning projects by participating in the Great Ocean Road Strategic Framework Plan and implementing the Distinctive Areas and Landscapes Outcomes.		Council is a key project stakeholder in the development of the Great Ocean Road Strategic Framework Plan (GORSFP). Technical assessments commenced in 2021 and will continue in 2022. Identification of landscapes for protection is expected to occur May 2022 and proposed planning controls identified Mid 2022. The final GORSFP will not be completed until 2024/25. The Distinctive Areas and Landscapes Statement of Planning Policy yet to be finalised, however, is expected prior to 30 June 2022.
C Protect Surf Coast Cultural Heritage by identifying opportunities for inclusion of heritage places in the planning scheme.		Amendment GC183 has been prepared to implement Stage 2C of the Surf Coast Heritage Study. Council adopted Amendment GC183 at the 22 February 2022 Council meeting and has submitted to the Minister for Planning for approval. This aligns with the year one deliverable to 'complete the planning scheme amendment for the Stage 2C Heritage Study and new Heritage Policy.'

Action	Status	What work has been completed so far?
D Protect the Shire's environmental and landscape assets in townships through holistic structure planning.		The Moriac Structure Plan Background Report will be presented for noting at the March 2022 Council Meeting prior to commencing community engagement as part of Phase 1 of the development of a new Moriac town structure plan. Following the Phase 1 community engagement officers will prepare a Community Engagement Summary Report. This report along with a refined set of draft guiding principles will be presented at a future meeting of Council prior to preparation of the Draft Moriac Structure Plan.

Strategy 12: Improve access to affordable residential accommodation

Outcome (in four years we'll see):

People have access to more affordable and sustainable residential accommodation options.

Current state

COVID contributed to hundreds to metro Melbourne households relocating to the Surf Coast Shire to take advantage of working from home arrangements and access to open space and nature.

The 2019 to 2021 period saw significant growth in the Shire's median house price and rents (Preliminary stats for 2021 property sales by the Valuer-General Victoria (VGV) indicates a 37.5% increase in the median house price between 2019 and 2021. Over the same period the median rent has increased by 14%.

The June-2021 quarter, indicated that there 3 new private rental lettings (1.2%) were affordable to households on statutory incomes.

Vacancy rates, long below the market equilibrium of 3%, over the pandemic averaged 0.7%.

There is now a critical shortage of long term private rental dwellings. There are few family friendly options for moderate income households, that's our nurses, teachers, emergency service staff. Where they are willing to commute, local hospitality and retail positions are filled by workers from outside our Shire. These industries have long been reliant on international travellers and students. Coastal businesses struggled to attract and retain staff this summer which meant many businesses were unable to keep their doors open and satisfy demand.

Future state


Affordable Accommodation Action Plan initiatives have contributed to the attraction of government funding and social and private equity into social and affordable housing developments in the Surf Coast Shire.



The number of social housing dwellings will have increased from the baseline of 97 and state government funding will contribute to improvements for residents of existing social housing.

While housing affordability is a macro issue and Council's initiatives will likely not contribute to an increase in the proportion of new lettings affordable to people of statutory incomes or the availability of private rental stock, some of the research and pilot projects will create social and affordable housing. Testing and contributing the evidence about financing and delivery models of social and affordable housing will help to mainstream their provision.

Council's advocacy will contribute to clarification of who affordable housing is for, ie, Key Workers, and the introduction of policy/planning provisions and funding mechanisms to deliver them and ensure key worker eligibility and access.

Headline actions:

Action	Status	What work has been completed so far?
A Develop and maintain an understanding of the nature and extent of the residential accommodation affordability problems.		<p>Provided Great South Coast Councils (GSCC) Executive Officer with input to refresh the regional Key Worker Housing Action Plan, including local key worker definitions and housing needs.</p> <p>Identified and provided GSCC Executive Officer and consultants with detailed background into a case study site that explore the legal, financial, planning, and partnership requirements of different models. A report of the relative risks</p>

Action	Status	What work has been completed so far?
		<p>and benefits, possible delivery partnerships and infrastructure challenges in addressing key worker housing needs will go to the GSCC Project Steering Group in June 2022.</p> <p>Hosted the February 2022 Inter Council Affordable Housing Forum on Key Worker Housing with 60+ attendees from Victorian councils, state government (Homes Victoria and DELWP), Community Housing Providers.</p> <p>Land use audit tool developed and criteria-based assessment of non-freehold land completed.</p> <p>Held two meetings with Homes Victoria (Policy and Property teams) to share mapping analysis and identify opportunities, better understanding local housing needs, etc.</p> <p>Developed an advocacy program and schedule and made two submissions. One to Homes Victoria to direct funding earmarked for public housing renewal to Surf Coast Shire stock. The other submission was made to Homes Victoria via MAV's Statement of Social and Affordable Housing which includes a call for mandatory inclusionary zoning and the partnership development between state and local government to deliver better, more localised social and affordable housing outcomes.</p>
B Establish, implement and monitor the effectiveness of a program of work to positive address the problems.		<p>Developed and presented the SCSC Affordable Accommodation Action Plan 2022 to Council for adoption (January 2022).</p> <p>Promoted the endorsed Action Plan with the community groups engaged in Affordable Housing Initiatives.</p> <p>Compiled data and research to form the Affordable Action Plan baseline report and developed research materials to share with place planning partners and communities.</p>
C Increase awareness of the residential accommodation affordability problems in the municipality and their broader impacts so as to stimulate positive action by others.		<p>Council officers attended ten community meetings to share information and connections, provide project design, implementation and monitoring and evaluation support.</p> <p>Council provided \$5,000 to Lorne Business and Tourism Association (LBTA) and Anglesea Business and Tourism Association (BATA) to deliver an adopt-a-worker campaign, identifying private residential accommodation for seasonal key workers. Promotion and coverage of the program, alongside a State Government investment in JobsBank set the programs up well. However, the explosion of COVID-19 Omicron variant contributed to worker shortages and reduced business capacity with staff forced to isolate and 'host' households nervous about adopted key (frontline) workers exposing them to COVID. Regionally JobsBank matched 28 people to jobs in Colac Otway, Corangamite and Surf Coast Shire.</p> <p>Met with the Department of Jobs, Precincts and Regions to explore whether an exemption for 188A visa holders, extended to businesses undertaking small scale property developments, could help to increase the supply of key worker housing.</p> <p>Council approved the sale of 2,327m² at 42 Harding Street, Winchelsea to Winanglo for the provision of 12 accessible and affordable dwellings for up to 20 older residents or people living with a disability. Council ran a community engagement on the potential sale of the land to the community consortium,</p>

Action	Status	What work has been completed so far?
		<p>which includes Corangamite Financial Services and Hesse Rural Health, for a nominal fee of \$1. 58 community members completed a survey. 84.5% thought that the project meet a community need. 82.8% supported the sale of land to Winanglo. 79.3% supported the sale of the land for affordable housing.</p> <p>Council approved (Council Meeting 25 January 2022) exploration of the sale or long term lease of land for social and affordable housing at 2 Fraser Drive Aireys Inlet. A Project Plan including a comms and engagement plan and risk management plan have been developed to be able to initiate the project.</p>

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

Outcome (in four years we'll see):

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

Current state

Events provide an opportunity to celebrate a town's unique strengths and identity. Their social value is couched in their ability to bring people together, to create a sense of place by distilling the joy, pride, vibrancy and community connectedness of our townships. Events also provide a key platform in attracting visitors and sustaining local economies (particularly in the off peak periods). They create purposeful visitation resulting in higher levels of expenditure and length of stay, and often lead to repeat visitation at other times of the year.

The cancellation of both peak and off peak events such as Great Ocean and Otway Classic Ride, Great Ocean Road Running Festival, Amy's Grand Fondo, and Surf Coast Century has highlighted their social and economic importance. However, these cancellations have also made the establishment of a baseline for quantifying their benefits difficult.


The impact of the pandemic and restrictions of international, interstate and intra-state travel means that 2021 baseline would offer an inaccurate picture of overnight visitation during off peak months.




Future state

Council will determine the social and economic benefits received from off peak events Great Ocean and Otway Classic Ride, Great Ocean Road Running Festival, Amy's Grand Fondo, and Surf Coast Century.

Council will create a baseline for the number of overnight visitors coming to the Surf Coast during off peak months of February and May to November inclusive and their average length of stay.

Headline actions:

Action	Status	What work has been completed so far?
A Implement event and visitor related actions in the Economic Development Strategy 2021 – 2031.		<p>In accordance with the year one deliverable to 'support event organisers in the delivery of COVIDSafe events in the Surf Coast', the following work has been undertaken:</p> <ul style="list-style-type: none"> • Covid safe events workshops delivered. Additional resources provided. • Online marketing tutorials developed (released in March 2022). • Advice on Covid plan development provided to event organisers. • Event Grant Program released with applications currently being assessed.

Action		Status	What work has been completed so far?
B	Support Great Ocean Road Regional Tourism to deliver marketing campaigns for the Surf Coast and Great Ocean Road region.		The year one deliverable to 'deliver marketing promotions including a Surf Coast Backyard campaign, Christmas promotion and Surf Coast Greatopia campaign' has nearly been complete. The Explore Surf Coast campaign has been delivered with twelve initial vignettes receiving almost 90,000 views. Winchelsea's Barwon Mansion received the most with approximately 13,000 views. Christmas promotion screened on 11 December 2021 and featured in the Eat Well Magazine which has a national audience. The Greatopia Campaign has been developed and is to be released in April 2022.
C	Develop a visitor servicing strategy with a focus on provision of digital visitor information.		A consultant has been engaged to identify opportunities for enhanced digital display opportunities in the Visitor Information Centre. Work has also occurred with Great Ocean Road Regional Tourism to deliver an Explore Surf Coast page on the regional website. Work will continue towards developing a visitor servicing strategy in 2022-23.
D	Promote nationally significant cultural and historic stories associated with the Australian National Surfing Museum (ANSM) and Great Ocean Road Heritage Centre.		<p>In September 2021, the Australian National Surf Museum commissioned a Collection Significance Assessment from Museums Consultant Dr Megan Cardamone. The assessment provides a guide to collection care, access and interpretation as well as providing a supporting document for funding and advocacy. The ANSM team will act on the collection care recommendations contained within the Significance Assessment and will use the document to prioritise these actions. Where applicable, the assessment will be used as supporting documentation for future funding applications.</p> <p>The ANSM has commenced on a process of Master Planning to inform and develop the future of the Museum- from vision and charter through to exhibition and audience development. This is estimated to be completed in March 2022.</p>



Theme 5. A Diverse and Robust Economy

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

Outcome (in four years we'll see):

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

Current state

The Surf Coast Shire is very much a small business economy, built on innovation and inspired by place. The Surf Coast Shire Economic Development Strategy 2021 – 31 recognises that a prosperous economy is a product of skilled people who have the opportunity to work in their sector and further develop their talents; thriving places combining a healthy natural environment with vibrant town centres and public spaces; and a strong local economy with diverse sectors including construction, agriculture, tourism and creative industries.

Understanding if we are supporting local business to emerge and succeed may not be entirely reflected in the annual change in number of Surf Coast businesses identified in the Australian Business Register (ABR). We will keep an eye on local ABR data, alongside the number of businesses successfully assisted through the Business Concierge program which in 2021-22 was 31.



Future state

As part of understanding how strands of our local economy are woven together to contribute to gains in prosperity, Council will annually track Australia Business Register (ABR) data on number and type (industry) of businesses.

Council will continue to refine the streamlined support that the Business Concierge Program offers residents with new business ideas to further reduce the timeframe and costs associated with business planning.

Headline actions:

Action	Status	What work has been completed so far?
A Support the growth of a thriving and connected business network.		<p>The Inspired by Surf Coast buy local campaign supports local businesses by promoting their services on web and social media based platforms. There are 523 businesses listed on the Inspired by Surf Coast website and over 72 businesses profiled. Three marketing campaigns were delivered for Christmas, summer and Valentine's Day and these reached a total of 38,000 people and generated 6,156 click-throughs at a cost per click of \$0.33c.</p> <p>Businesses impacted by the pandemic have received support through 25 Surf Coast Business Collective and CovidSafe Business Newsletters sent out to a database of over 6,600 business owners and stakeholders. Many positive comments were received, especially in relation to the CovidSafe Newsletters which published up-to-date and business relevant Covid restriction and support information.</p> <p>The implementation of the Fresh Air Dining Program resulted in 46 businesses being able to trade during Covid restrictions with the assistance of extended outdoor dining.</p> <p>Council's Business Concierge Program assisted 31 new businesses with their enquiries in 2021-22. Clarification was provided around the permits and steps that new business need to follow and this resulted in reduced red-tape, costs</p>

Action	Status	What work has been completed so far?
		and time. Specialist one-on-one programs were also delivered and these assisted 43 businesses to receive subsidised specialist advice on addressing the impacts of the pandemic on their business.
B Work with stakeholders on projects that unlock the potential of the hinterland.		The year one deliverable to 'work with Barwon Water to complete Recycled Water Feasibility Study' is complete following Council's involvement in the Recycled Water Feasibility Study for Thomson Valley. Funding for a business case is currently being sought by Barwon Water.
C Develop advocacy documents that support the need for job creation enabling infrastructure such as high speed broadband services and recycled water infrastructure.		Work on this action has commenced with the completion of the Recycled Water Feasibility Study for Thomson Valley. Work on high speed broadband is yet to commence.

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

Outcome (in four years we'll see):

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

Current state

Pre-pandemic profit margins for small business were thin enough. COVID severely impacted the ability of Surf Coast businesses to keep their doors open and to provide jobs for their staff. Yet, during the pandemic, many businesses stepped up the role that they play in both connecting their communities and providing them with the essentials to get them through. This underscores the role that values-led businesses play in creating healthy, prosperous and sustainable communities. This coincides with the creation of a local B-Corporation. A B-Corporation is a business that voluntarily adheres to a number of sustainable, ethical, social, environmental principles to do business.

We have major event organisers who are leaders in this space too. Rip Curl Pro have long set the benchmark for best practice in sustainable event delivery.



Future state

Council's support and promotion of Ripple Surf Coast – the local B-Corporation Chapter - will see an increase in businesses engaging with the local B-Corporation. This, in turn, will contribute to an increase in the number of values-led business initiatives.

Councils work with Ripple Surf Coast will contribute to business waste diversion.

Council will support event organisers to model the environmental leadership and sustainable events practice demonstrated by Rip Curl Pro.

Headline actions:

Action	Status	What work has been completed so far?
A Grow our reputation as an economy that has strong environmental and ethical values.		<p>Council has provided \$20,000 to establish a Surf Coast B-Corp Chapter called Ripple Surf Coast. Certified B-Corporations are leaders in the global movement for an inclusive, equitable, and regenerative economy and Ripple Surf Coast connects and empowers Surf Coast Shire business ecosystems towards purpose, community and sustainability.</p> <p>Investigations are currently underway for the delivery of a B-Alternative waste reduction and responsible café program. B-Alternative is an environmental solutions group shaking things up for a planet- positive future.</p> <p>Council's Economic Development Strategy was adopted in October 2021 and it contains a goal and five actions that completely focus on 'an economy with a conscience'. One of the five actions that is currently being investigated is the development of new measures of success for the economy in the next 12-18 months based on prosperity and sustainability.</p> <p>Council is also participating in a GORCAPA led project for the region to become an accredited Eco Destination.</p> <p>These projects align with the following year one deliverables:</p> <ul style="list-style-type: none"> • Identify new measures of economic success for our economy based on prosperity and sustainability. • Support emerging business networks that have a focus on sustainability such Ripple Surf Coast.
B Increase positive environmental outcomes relating to major events.		<p>Council is promoting positive environmental outcomes by working with the World Surf League to connect local environmental groups and projects into the event. Meadow Music Festival will include tree planting as part of entry into the March event and the Great Ocean Road Running Festival has dramatically reduced the use of cups and is incorporating recycled materials into clothing.</p>



Theme 6. Arts and Creativity

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

Outcome (in four years we'll see):

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

Current state

The region has a history of creativity and innovation. Innovation is not just a characteristic of our economy, community ingenuity is evident in programs that match community ideas with funding and support. Supporting people to develop their creative ideas is the sister strategy of 'enabling communities' (strategy #6) and will measure the start-up and scale up successes that may have had their inception in leadership and capacity building programs like Climate Mobiliser and Casuarina.

Council will also track the impact of innovation hubs, places like the Australian National Surfing Museum. An independent significance assessment of the ANSM identified that 12,000 item Collection holds immense social significance for the surfing community, both in Australia and internationally. Visitation during FY 2019/20 to Library, the Australian National Surfing Museum and Visitor Information Centres was 153,000.

Future state

Council will provide start-up and scale up support through project proposal development programs and processes.

Council will promote the immense significance of the Australian National Surfing Museum and the role it plays in grounding innovation.

Headline actions:

Action	Status	What work has been completed so far?
A Provide resources directly or assistance to access resources such as funding, spaces and training.		Council's grants programs have been reviewed and the findings have identified the need for an overarching grants policy which can guide processes and decisions regarding grants programs. The review was been applied to the following outgoing grants which Council administers to the community and businesses - Small Grants, Arts Seed Fund, and COVID Recovery Grants. In response, a new Council policy has been written and is being presented to the March Council meeting. This action aligns with the year one deliverable to 'review Council's annual Arts Development Grants'.
B Remove barriers and make it easier for people to develop and implement their ideas.		In response to the year one deliverable which outlines the need to 'refresh of our community/volunteer training schedule', officers are working to shift volunteer training from a real time program to an anytime program. This provides flexibility to volunteers as they can access video resources at a time that is suitable to them.
C Showcase our community's talents, resourcefulness and success stories to inspire others, such as high speed broadband services and recycled water infrastructure.		The delivery of the Local Legends Campaign has commenced. This program aims to showcase inspiring figures in the community. Twelve nominations were received and four Local Legends have been recognised in local media and on Council's communication channels.

Strategy 17: Increase support for creative industries and arts

Outcome (in four years we'll see):

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

Current state

Surf Coast Shire is recognised as having one of the highest concentrations of creative jobs in regional Australia. It's an important and growing part of our local economy and we will seek to grow it further. There are opportunities to build creative clusters that respond to emerging industry sectors and enhance arts and cultural programming in a way that engages creators and place and promotes cultural tourism.

As a way of better understanding the current creative ecosystem, Council has defined ANSIC codes for creative industry to be able monitor its growth over the life of the Council Plan (2024-25) and Economic Development Strategy (2031). There are currently 1,836 creative industries in the Torquay Economy, 448 in the Coastal Economy and 314 in the Hinterland Economy.

The Surf Coast Shire currently has artist studios, creative clusters and galleries across many townships. Council has established a Multi Arts Centre lease and Community-led Shoestring Theatre and Hoop Gallery now open.




Future state

Council will increase the spaces available for more creative cultural collaboration through the Multi Arts Centre and satellite studios and galleries, 'makers spaces' and co-working hubs.

This includes Council's work to engage the arts and creative industries community in the concept plan for a Cultural and Library Facility. Council will advocate to secure the additional funding required to deliver the facility.

Council's business support will grow the creative industries as a proportion of total surf coast businesses.

Headline actions:

Action	Status	What work has been completed so far?
A Implement Goal 3 of the Economic Development Strategy 2021-31 - A destination of choice for emerging and innovative industries.		The year one deliverable to 'profile creative sector businesses on the Surf Coast' has been achieved. Creative section businesses have been profiled on the Inspired By Surf Coast website and dedicated weekly profiling on social media platforms has commenced. A new feature has also been created on Inspired By Surf Coast which promotes local musicians.
B Develop, implement and monitor a new Creative Places Strategy to guide Council's support for creative arts.		The Creative Places Strategy 2022-21 is currently under development. This strategy will guide Council's support for creative arts.
C Pursue a flagship cultural and library facility for the Surf Coast.		The year one deliverable to 'progress the concept plan, business case and funding strategy for the Cultural and Library Facility' has been achieved with Council endorsing the documents at its February 2022 Council Meeting. Council will continue to progress the project and will advocate in the lead up to the state and federal 2022 elections to secure additional funding that is needed to deliver the facility.



Theme 7. Accountable and Viable Council

Strategy 18: Establish a sustainable financial position

Outcome (in four years we'll see):

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

Current state	Future state
<p>The 2021-2031 Financial Plan has a target of \$300k per annum for the Savings Program. The Business improvement program has delivered the target saving since its inception in 2018. The business improvements identified were efficiencies universally supported by the finance team and the departments subject to the reviews.</p> <p>Going forward the improvements identified are less clear cut and the proposed changes will be harder won. Costs associated with the engagement and analysis phases of this research will increase potentially lessens the overall financial savings. It may be increasingly difficult to reach these targets in the coming years. Other costs will also have an impact in our ability to fund business improvement analysis and achieve positive growth on our Recurrent EBITDA (earnings before interest, taxes, depreciation, and amortisation).</p> <p>Our 2022-23 budget compared to 2021-22 EBITDA growth 1.9% and our 2020-2021 Cash surplus is \$730k. We will also need to reduce spending on renewing assets to ensure it is not more than the amount of depreciation on all assets. In 2019/2020 it was 67.02% and in 2020-21 it was 75.81%.</p>	<p>We will achieve an unallocated cash result greater than or equal to zero and total benefit and saving accumulated through Business Improvement Program.</p> <p>We will do this by achieving:</p> <ul style="list-style-type: none"> • Our target savings of \$300k per annum for life of the 2021-2031 Financial Plan. • Positive growth year on year on our recurrent EBITDA Recurrent EBITDA (excluding Waste). • Expenditure on renewing existing assets or upgrading assets divided by the amount of depreciation on all assets (2019/2020: 67.02%). 2020-21: 75.81%

Headline actions:

Action	Status	What work has been completed so far?
A Identify opportunities to attract additional non-rate revenue.		The current Non-recurrent Grants Policy is under review and will be updated to 'Non-recurrent Grants and Contributions Policy'. It is scheduled to be presented to Councillors at a briefing session on 10 May 2022.
B Seek to include social and sustainable considerations in the development of a collaborative procurement policy and value of collaborative purchases.		The year one deliverable to review the Procurement Policy is line with the Local Government Act 2020 has been completed. The revised Procurement Policy supports Council's commitment to operating in a socially, financially and environmentally responsible manner. The social and sustainable procurement provisions in the policy have been revised to align with current corporate objectives. At the operational level, increasing the maximum recommended weighting for social and sustainable as selection criteria for evaluation purposes from 15% to 20% empowers officers in achieving better social and sustainable procurement outcomes. Specific provisions addressing collaborative procurement have been incorporated into the new Procurement Policy. These provisions not only provide clear guidance on the value of

Action	Status	What work has been completed so far?
		collaboration, but also serve to remove many of the barriers that restricted collaborative procurement processes in the past.
C Prioritise the ongoing review of service delivery programs.		Program of Business Improvement Review priorities has been endorsed by Council and is in progress for 2021-22. This will be updated with fresh opportunities for 2022-23. A process will be developed to capture ongoing department service improvements that are not specifically targeted by the Business Improvement Program.
D Establish a policy to guide decision-making on how Council assets are retired, transferred, divested, and consolidated.		Officers are in the initial stages of developing a policy position based on viability of use and utilisation to guide decision making on how Council assets are retired, transferred, divested and consolidated. This work is contributing to the aligned year one deliverable.

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

Outcome (in four years we'll see):

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

Current state

The principle behind this strategy is that members of our community should have the ability to influence decisions that affect them. Given all of the channels for community engagement, it will be difficult to directly measure how people involved in our engagement rate if we are achieving this goal. We will draw on tools such as surveys and focus groups to conduct 'temperature checks'. We will also utilise Local Government Performance and Reporting Framework measures including:



- Community satisfaction with council decisions (which was 54/100 in 2020/21).
- Community satisfaction with community consultation and engagement (59/100 in 2020/21); as well as our
- Customer Response Management (CRM) completion rate which in 2020-21 was 97%.


Future state

Council are undertaking a community engagement survey in March and will have the results on how people lie to be engaged and their experience of engagement with Council in May 2022.

Through engagement via formal governance process, appropriate and timely responses to CRMs and inclusive and accessible community engagement on community priorities and matters that affect them, Council will increase community confidence in Council as a trusted governor, financial manager and advocate and feel their input contributes to strategic decision-making.

Headline actions:

Action	Status	What work has been completed so far?
A Develop and apply a new approach to Communications and Engagement Strategy to reflect local and societal trends.		Project planning is finalised for developing a new Communications and Engagement Strategy. Preliminary benchmarking of other councils who utilise apps has commenced and discussions have been held with a vendor of apps and other digital platforms.
B Build the organisation's capability in effective		The development of an online training module has commenced. This has been populated with the Community Engagement Policy and Procedure. A questionnaire has also been developed.

Action		Status	What work has been completed so far?
	engagement design and delivery.		
C	Experiment to discover more effective methods to communicate and engage with people in our community on the most important issues.		A budget bid has been submitted to contribute to more deliberative engagement processes.