

## Council Plan Progress Report - Mid Year 2

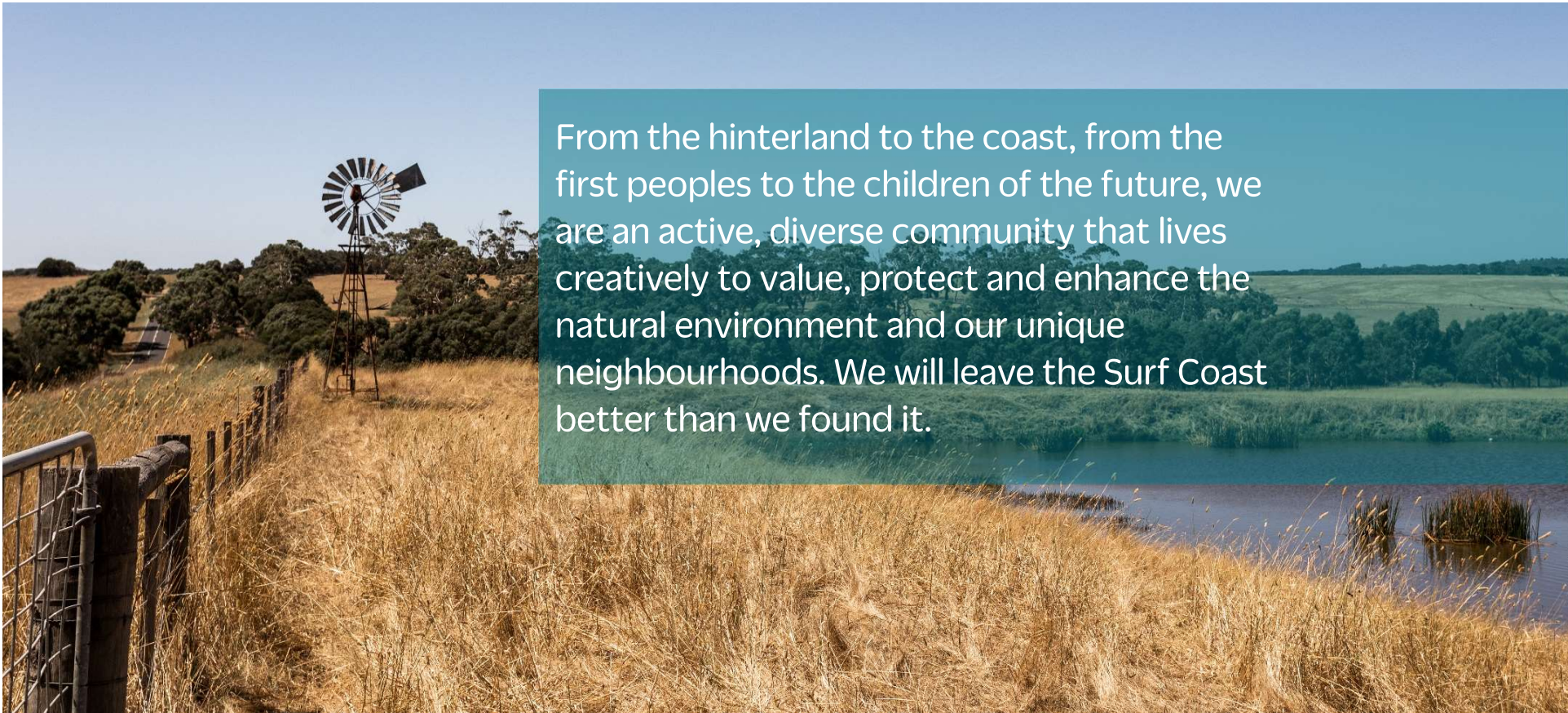
Council Meeting - 28 March 2023



## Community Vision

### How the Community Vision was developed.....

After considering feedback from around 1200 survey respondents, and interpreting data and reading issues papers provided by Council, a 35 member community panel produced a Community Panel Report. It contained a vision for the future, a set of principles and a series of recommendations for Council. The vision below captures the community aspiration for the future of Surf Coast Shire and has been adopted by Council as a foundation statement for strategic plans.

A photograph of a rural landscape. In the foreground, there is a field of tall, dry, golden-brown grass. A wire fence runs along the left side. In the middle ground, a black metal windmill stands on a small hill. The background shows a line of trees and a body of water under a clear blue sky.

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



## Council Plan Themes



### **First Nations Reconciliation**

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



### **Healthy Connected Community**

Our goal: To foster a thriving, connected, healthy community



### **Environmental Leadership**

Our goal: Protect our environment and help our community to thrive through environmental leadership



### **Sustainable Growth**

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



### **A Robust and Diverse Economy**

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



### **Arts and Creativity**

Our goal: Acknowledge the value of arts and creativity and nurture their growth



### **A Viable and Accountable Council**

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



## Theme 1. First Nations Reconciliation







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

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

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

### **Achievement towards the outcome so far....**

Feedback Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) including Elders, Traditional Owners and staff is that the relationship, trust with and support from Council is strong. This is demonstrated by their desire to seek support from, and partner with us. Progress has been made working towards understanding the way and on what Eastern Maar Aboriginal Corporation would like to engage on. Relationships with other key stakeholders, including First Nations community members and other Aboriginal led organisations are also deepening our understanding and inclusivity of activities undertaken.

### **Key progress at mid-Year 2**

- Pilk Purriyn - a breakthrough partnership event demonstrating Council's reconciliation commitment and delivering broad recognition for Traditional Owners.
- Acknowledgment of traditional owners embedded in policy and in practice for all significant officer and Council events and meetings.
- Network of councils on both Eastern Maar and Wadawurrung Country established pursuing partnerships and collaboration.
- Cultural experiences are included in education programs at Kindergartens and Early Years services. Walk on Country, Unconscious Bias and cultural heritage training program developed for staff and Councillors

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

- Confirm Council's approach to The Voice to Parliament referendum.
- Build on the strengths of relationship and partnerships created to date.
- Finalise Acknowledgment protocols and guidelines

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

- Wadawurrung language signage project underway however this will not be finalised until later than originally anticipated.



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

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

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

### **Achievement towards the outcome so far....**

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

### **Key progress at mid-Year 2**

- Retain Wadawurrung's Gobata Dja (Taking Care of Country) team to undertake land management work (eg weeding, revegetation) on Wadawurrung culturally significant sites that Council owns or manages.
- Moriac Structure Plan successful inclusion of Wadawurrung perspective and significant work undertaken in partnership which has been highly and publicly praised by WTOAC.
- Helpful fact sheets for staff on how and when to engage with Traditional Owners under development

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

- Continue to develop staff training program
- Support the development of community led ally groups
- Continue to explore best ways to engage with all Traditional Owners and First Nations Community members
- Finalise the Reconciliation Action Plan
- A cultural audit to map work we undertake across the organisation to identify gaps and opportunities

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

- Reconciliation week will be meaningful but potentially smaller than other events taking place this year





**Theme 2: Healthy Connected Communities**



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

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

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

### Achievement towards the outcome so far....

Major community infrastructure projects are at various stages of progress or completion. The Surf Coast Aquatic and Health Centre project has reached a significant milestone with re-scope completed following review of the impact of Commonwealth Games legacy aquatic facilities in the region.

### Key progress at mid-Year 2

- Grant Pavilion redevelopment complete
- Bob Pettitt Bike Park Revamp complete
- Stribling Reserve Pavilions Upgrade complete (landscaping underway)
- Torquay Scouts Facility Upgrade nearing completion
- Anglesea Netball Pavilion redevelopment in progress
- Winchelsea Pool Redevelopment design and construction tender in progress
- Deans Marsh Community Hub concept design work nearing completion
- McMillan Street Precinct concept planning commenced
- Multi-Arts Centre Redevelopment concept and cost management review complete

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

- Continue to ensure all new or redeveloped facility designs meet best practice including universal design and equity assessments
- Progress the Integrated Social Infrastructure and Open Space Plan (ISIOS Plan) and policy framework including Standard Provision, levels of Service and Level of Subsidy policy to inform future property use agreements (budget pending)
- Progress Council land and facilities leases and licences review including property agreements that promote healthy lifestyles

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

The ISIOS Plan is progressing at a slower pace than planned due to a range of factors, including Crown Land transfer process in progress with GORCAPA, pop-up projects (i.e. McMillan Street Precinct), higher involvement in SCAHC, all placing demands on staffing capacity.





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

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

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

### **Achievement towards the outcome so far....**

Health services mapping completed and shared with community. Community Houses key stakeholders in disseminating information regarding access to services.

### **Key progress at mid-Year 2**

- Health services map used to strategically inform advocacy
- Responsible service of Alcohol sessions delivered across community houses and other community organisations
- Several successful health promotion campaigns including: choose water, Ride 2 School, 16 Days of Activism against Gender Based Violence ("Respect Is..."), mental health month,
- Promote and facilitate Good Sports Program
- Expand your Impact – online community leadership course in partnership with 5 other Council's – very well attended by Surf Coast community members

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

- Climate Emergency grants – Pitch your project planned for World Environment Day 2023
- Continue to build on Gender Equity work after positive International Womens Day Event
- Continue to implement programs and seek partnership opportunities to progress the 5 pillars of the Municipal Health & Wellbeing Plan
- Develop a Volunteer Strategy
- Continue to implement key actions of the Community Health and Development Plan
- Scope health and wellbeing grant opportunities

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

Nil



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

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

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

### **Achievement towards the outcome so far....**

Strategic work has been progressed to provide a foundation for decision making and action

### **Key progress at mid-Year 2**

- Safer Cycling Strategy complete
- Pathway Strategy progressing
- G21 Integrated Transport Strategy progressing
- Torquay Wayfinding Strategy progressing (implementation pending adoption of Strategy)
- A range of Road Safety Strategy projects complete and in progress
- Completed fit for purpose, general accessibility and travel accessibility audits on Council facilities and car parks to create baseline data to inform the Integrated Social Infrastructure and Open Space Plan (in progress)
- Barwon River Loop Walk stage two design in progress
- Jan Juc to Bellbrae shared pathway project planning in progress

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

- Incorporate strategy recommendations and cycling / pedestrian centred design into new and renewal infrastructure projects
- Commence implementation of the Torquay Wayfinding Strategy recommendations
- Continue to work with developers to influence outcomes for new precincts

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

Delivery of infrastructure to support this outcome is incorporated into long term planning however requires substantial project funding investment and therefore will be delivered as funding becomes available through Council budgets and grant programs





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

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

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

### **Achievement towards the outcome so far....**

Delivery of Expand your Impact program across the Shire, finalization of the Community Development Action Plan (2021-23). Successful implantation of revised community grants program with in excess of 40 community projects funded

### **Key progress at mid-Year 2**

- Great uptake of Community Grants Program including Arts Grants, Community Initiatives, Climate Emergency
- Launch of community planning pilot programs in Moriac and Winchelsea
- Review of volunteering through audit with recommended course of action
- Succinct support and advice for community ideas through the community projects portal and community initiatives assessment panel

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

- Continue to deliver key actions within the community development action plan including support for community houses
- Support the development of community plans at Winchelsea and Moriac
- Scope community plans in other towns
- Support community led initiatives through established processes, continue to evolve these processes

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

Nil





## Theme 3. Environmental Leadership







## Strategy 7: Protect significant habitats, landscapes and biodiversity

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

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

### Achievement towards the outcome so far....

Council has continued to partner with community groups, Wadawurrung Traditional Owners and agencies to protect and enhance local biodiversity in the Shire. Council's program of works for the Karaaf wetlands has greatly improved understanding on the environmental values of the Karaaf and the impacts of Council managed storm water on the wetlands. Council has supported community advocacy to better understand and address current issues with the health of the Anglesea River and catchment.

### Key progress at mid-Year 2

- Completed Karaaf Environmental Assessment report and environmental monitoring program in development
- Partnered with Wadawurrung Traditional Owners to support natural landscape and midden site protection works at Bells (in progress)
- Supported Wadawurrung Gobata Dja (Taking Care of Country) team to obtain approved supplier status to provide land management services on culturally significant sites owned or managed by Council
- Supported community advocacy on Anglesea River health with Council endorsed submission to Southern Rural Water
- Delivered Council's annual pest plant and animal management program on Council owned and managed land, including nature reserves and high conservation rural roadsides
- Supported local community conservation efforts, including on ground revegetation and weed works and grant funding applications

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

- Scope State of Environment reporting for Council and develop a register of special environmental places in the shire
- Establish a biodiverse community carbon offset site at Buckley and a native vegetation offset site at Moonah Woodlands, Torquay

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

- Reduce scope of State of Environment reporting and leverage off other existing initiatives



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

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

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

### Achievement towards the outcome so far....

Since 1 July 2021, through the delivery of Council's Climate Emergency Corporate Response Plan 2021-2031, Council has reduced corporate emissions (excluding the landfill) by more than 2,140 tonnes (41%). We've installed 316.4kW of solar and 64.3kWh of battery storage, bringing us to a total of 784kW of solar and 82kWh of battery storage across Council facilities. For the remaining electricity we're not generating ourselves, Council now purchases 100% renewable electricity through the Victorian Energy Collaboration. These measures not only cut emissions but are realising financial savings for Council. Council has adopted a zero emissions target to ensure we continue to prioritise cutting emissions. For residual emissions, Council is now certified as carbon neutral, in line with the national Climate Active Carbon Neutral Standard.

### Key progress at mid-Year 2

- Installed 188.08 kW solar and 21.2 kWh battery storage on Council facilities.
- Installed electric vehicle charging stations at the civic office, the Torquay and Winchelsea depots which will support the transition of Council's fleet to electric.



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

- Continue Council's Solar and Energy Transition Program with an enhanced focus on efficiency and electrification (removing gas).
- Ramping up community mobilisation work to support emissions reduction across the municipality, including the PowerMAD: Renewable Energy for the Marsh and Districts project, a partnership with Geelong Sustainability for an all-electric homes campaign, and refining our strategic approach to developing net zero pathways across municipality.
- Strengthening internal processes to improve efficiencies and compliance with the Sustainable Council Facilities Policy.

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

Nil



## Strategy 9: Divert more material from the waste stream

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

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

### Achievement towards the outcome so far....

Council's 4-bin kerbside waste collection system incorporating Food Organics & Garden organics (FOGO) and separate glass bins has been established with diversion rates over 71% for 2021/22.



### Key progress at mid-Year 2

- Signed a waste supply agreement with Barwon Water for the local processing of FOGO collected via the kerbside waste collection system.
- Joined cross-council working group to establish the Barwon Region Recycling Hub.
- Begun development of a strategic approach to Council's waste and circular economy transition.
- Established glass and food recovery at Council waste disposal sites.

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

- Continue working with Barwon Water and Geelong region councils to establish the regional renewable organic network (RRON) facility.
- Continue working with Geelong region councils to establish the Barwon Region Recycling Hub.
- Develop a strategic approach to waste and circular economy transition.
- Develop a landfill transition plan and review transfer stations to maximise resource recovery.

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

Nil





## Strategy 10: Adapting to a changing climate

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

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

### Achievement towards the outcome so far....

The impact of three consecutive La Nina periods and a series of storm events have had significant impacts, in particular on the management of Council's road network. We've learnt that our drainage infrastructure doesn't have the capacity to manage the more extreme weather events that we're now experiencing and our ability to recover in-between storm events is diminished with their increased frequency.

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

### Key progress at mid-Year 2

- Established a Community Bushfire Leadership Program and strengthened community understanding of flood risk of the Painkalac Creek.
- Initiated two Integrated Water Management projects: Jan Juc Creek Daylighting Stage 2 and Winchelsea Greening and Stormwater Improvement Upgrades
- Strengthened the integration of our climate adaptation planning within Council's Climate Emergency Corporate Response Plan 2021-2031

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

- Further assess and develop our understanding of climate risk across the organisation and municipality, and develop a framework for a more coordinated approach to climate adaptation.
- Review the management of our unsealed road network and shift to more proactive maintenance on areas vulnerable to storm events.
- Undertake drainage catchment management studies in key areas across the municipality.

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

Nil – climate resilience identified as a Council priority







## Theme 4. Sustainable Growth







## Strategy 11: Protect heritage and township character

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

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

### Achievement towards the outcome so far....

Several foundation pieces of work have been completed, such as the new heritage policy incorporated into the planning scheme and Moriac Structure Plan Background Report. Council is piloting and integrated approach to township structure planning and community planning, working with the Moriac community.



### Key progress at mid-Year 2

- Consultant engaged for the bushfire landscape assessment to influence development of the Great Ocean Road Strategic Framework Plan
- Preliminary investigations and site visits commenced for the Stage 3 Heritage Study
- Significant heritage assessments and considerations for the design process of the Deans Marsh Community Hub project
- Draft Structure Plan prepared for Moriac

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

- Progress the Shire Wide Settlement Strategy
- Incorporate learnings from integrated township structure planning and community planning into future work

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

The State Government's Distinctive Areas and Landscapes Statement of Planning Policy was delayed beyond expected completion of June 2022 therefore has delayed commencement of a Shire Wide Settlement Strategy





## Strategy 12: Improve access to affordable residential accommodation

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

People have access to more affordable and sustainable residential accommodation options

### Achievement towards the outcome so far....

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

Connecting with other agencies and community groups on this challenge. Establishment and progress of innovative key projects



### Key progress at mid-Year 2

- Project progressing to facilitate social and affordable housing at 2 Fraser Drive, Aireys Inlet including appointment of consultants and engagement with community
- Successful advocacy to State Government for funding to undertake a feasibility study for development of the McMillan Street Community Precinct including social and affordable housing
- Preparation for trial domestic use of tiny houses on wheels following a targeted review of parts of its Community Amenity Local Law 2021
- Continued engagement with Great South Coast Councils group on regional Key Worker Housing initiatives
- Preparation of proposals to Homes Victoria, RDV and Altis Property Partners for social and affordable (including key worker ) housing o the Surf Coast Shire
- Advocacy to the State and Local Government Compact on Social and Affordable Housing including key worker access to the State Governments Affordable Housing Rental Scheme and state wide planning tools to build consistency within and across councils
- Supported Lorne and Anglesea business and traders associations 'Adopt-a-Worker' campaign for 2022/23 peak tourism periods

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

- Progress key projects

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

The outcomes associated with this strategy are longer term. Council's commitments to pilots creates a platform for future decisions.



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

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

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

### Achievement towards the outcome so far....

Our Event Grant Program has been updated with new funding categories such as Boutique Events providing extra emphasis on arts, cultural, environmental events. New international level events such as Great Ocean Road Beach Volley Fest and Bells Beach Longboard Classic in the off-peak. Existing events such as Rip Curl Pro, Meadow Music Festival and Great Ocean Road Running Festival have continued to implement new measures to reduce their waste footprint and work with environmental groups to showcase the importance of the environment. The World Surf League undertook revegetation work at Bells Beach with other local groups. Our visitor Information Centres continue to provide a key service assisting 200,000 visitors each year on ways to extend their stay.

### Key progress at mid-Year 2

- Multiple marketing promotions were completed in collaboration with Great Ocean Road Regional Tourism including: Explore your Backyard (400,000 views), Wake up to Surf Coast, Greatopia Campaign (regional campaign views >4million).
- New events website and digital communications created with audience building campaigns implemented – now over 2,000 followers
- Event Grant Program released – 19 events funded
- Major and community events re commenced post Covid-19

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

- Secure new major events that are focused on the off-peak season and deliver overnight stays
- Increase our digital capabilities at our Torquay and Lorne Visitor Centres.
- Develop and MOU with Great Ocean Road Parks and Coast Authority to ensure high quality event facilitation outcomes
- Identify product to encourage greater visitation in the Surf Coast hinterland

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

Nil





## 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

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

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

### Achievement towards the outcome so far....

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

- Creation of an Inspired by Surf Coast website that listed 523 and profiled over 70 businesses.
- \$1million support fund that delivered 72 projects across four streams
- \$500,000 State funded Covid recovery support initiative that delivered 27 projects
- \$250,000 outdoor dining program that supported 46 businesses with fresh air dining through Covid.
- Business Concierge program commence, streamlining applications and supporting over 130 businesses in first 18 months.

### Key progress at mid-Year 2

- A new economic Development Strategy was adopted in October 2021 providing a 10 year roadmap to achieve the economy we need.
- One 2 One Business support program assisted 142 businesses with marketing and digital platform outcomes.

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

- Completion of a new department wide social media strategy to support our emerging industries and high value add industries – Including creative industry.
- There will be greater emphasis on our emerging industries and ways to support these sectors in job creation

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

- Covid -19 support measures and the various support programs will cease due to program closures.



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

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

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

### Achievement towards the outcome so far....

- \$20,000 provided to Ripple Surf Coast to assist in the setting up of a local B Corp chapter. Initial meetings have been sold out with over 120 attendees per meeting.
- Completed work on the Barwon Regional Drought Resilience Plan with Agriculture Victoria

### Key progress at mid-Year 2

- Delivering the Responsible Café's project which seeks to reduce levels of plastic and disposable coffee cups used by businesses.
- Collaboration with Barwon Water to complete a Recycled Water Feasibility Study for the Thomson Valley.

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

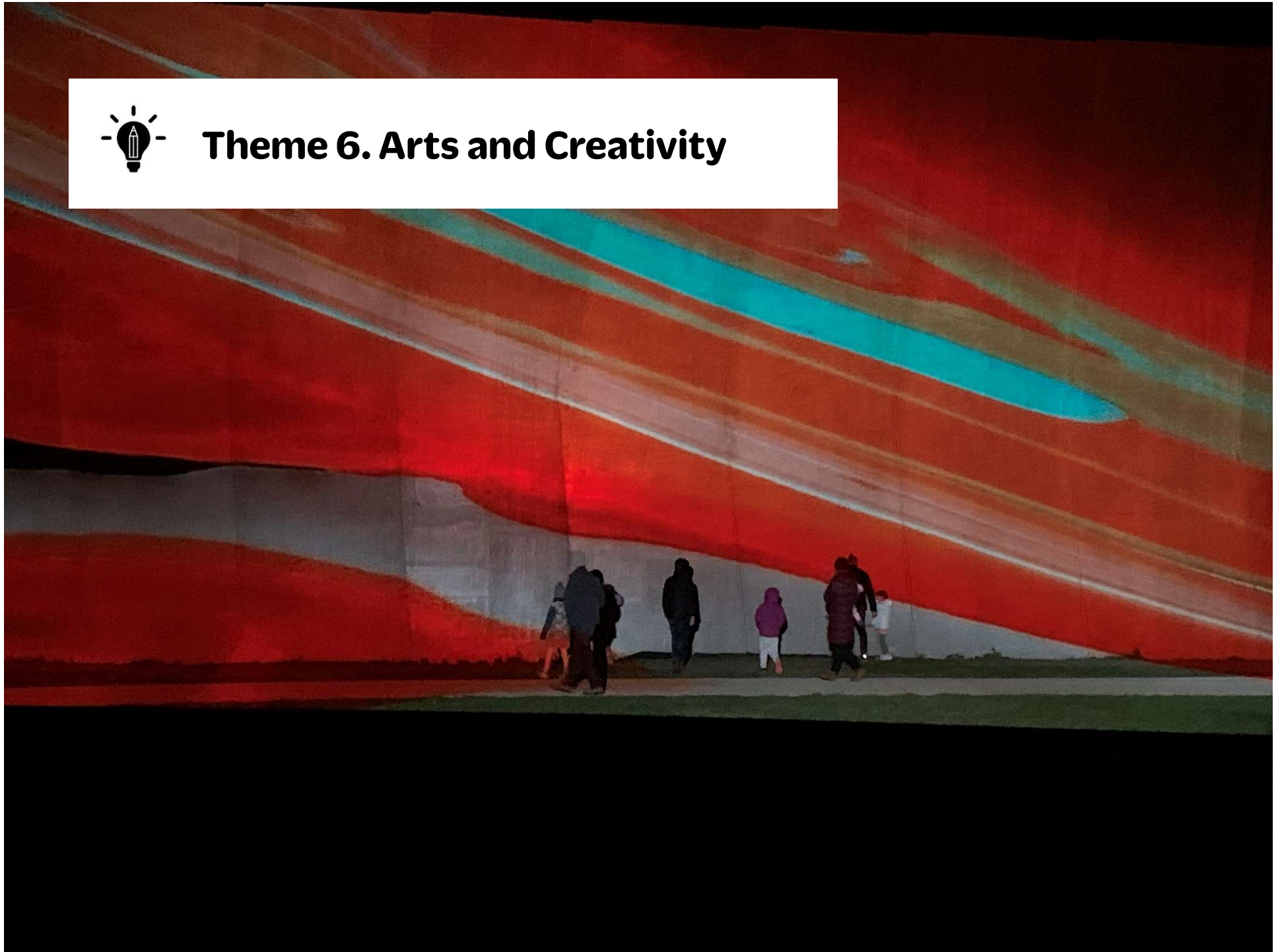
- Connect businesses with ethical, social and sustainability initiatives.
- Completion of new ways to measure economic success metrics.
- Provide support to the Barwon Water led Thomson Valley Recycled Water Business Case.
- Continue to participate in a GORCAPA led project for the region to become an accredited Eco Destination.

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

Nil



## **Theme 6. Arts and Creativity**







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

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

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

### **Achievement towards the outcome so far....**

- New DEVELOP arts grant created to support artists in skill and concept development. Program value is \$15,000. Grants in high demand.
- \$100,000 grant program to support creative communities released under the Covid Recovery Grants Program. 6 projects supported including artist in residence, major exhibitions, projection
- Creative industry sector profiled on Inspired by Surf Coast website, profiling 15 local creative businesses and their connection to Surf Coast.

### **Key progress at mid-Year 2**

- The new DEVELOP grant program has been released with almost 30 submissions received.
- PORTAL hosted live online discussions every Sunday through Covid with regional creatives, held digital exhibitions, launched street initiatives, developed and installed a series of PORTAL artist paste up portraits across the shire to shine a light on the impact of the pandemic on creative workers, held workshops, launched books
- In 2022 Anglesea Art Space supported more than 300 artists with their professional development and exhibitions aims

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

- We will continue to review our programs to ensure they are delivering the best outcomes for our arts and creative community.
- Begin to implement actions in the new 2023 – 2031 Creative Places Strategy.

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

- Programs which do not achieve the aspirations of the new creative places strategy.



## Strategy 17: Increase support for creative industries and arts

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

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

### Achievement towards the outcome so far....

- Hoop Gallery & Shoestring Playhouse were established under the MAC. Since commencement in March 2021 the MAC has staged 60+ events and performances from local artists across performance, music, visual arts and literature, showcasing almost 500 artists and attracting over 5,900 people through its doors.
- In 2022, the Surf Coast Arts Trail sprang back to life with over 200 artists across 70+ venues, attract 5,000+ attendees with over \$80,000 in weekend sales.
- \$300,000 project to fit-out of the new MAC Torquay facility was completed delivering a space to Torquay Theatre Troupe and Hoop Gallery.
- A new 30 Master Plan for the Australian National Surf Museum was completed as well as a Significance Assessment on the ANSM's collection. It was identified as internationally significant.
- New Arts & Creative Economy coordinator/s appointed and new structure created to enable greater delivery of services.

### Key progress at mid-Year 2

- Multi Arts Centre lease established. Community-led Shoestring Theatre and Hoop Gallery now open.
- \$1.4 million grant funding confirmed for Multi Arts Centre under Local Community Infrastructure Program. Agreement on concept reached. Initial cost estimate work completed.

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

- Seek adoption of the new Creative Places Strategy 2023 – 2031 by Council.
- Review and refine our social media communication platforms to create greater connection with the creative industry
- Establish deeper relationships with key creative industry organisations.
- Implement the new Creative Places Strategy and ANSM Master Plan
- Continue to advocate for Surf Coast Cultural Centre funding from State and federal governments

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

- Programs which do not achieve the aspirations of the new creative places strategy.



## Theme 7. Accountable and Viable Council







## Strategy 18 - Establish a sustainable financial position

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

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

### Achievement towards the outcome so far....

Council has maintained a sustainable financial position enabling the delivery of services and community projects. Council has worked diligently to record surpluses in the last two financial years which will underpin financial sustainability when the long term financial positions is challenged by external economic factors, large infrastructure projects and operating costs of new community facilities in years ahead.



**BUDGET REPORT  
2022-23**

### Key progress at mid-Year 2

- Current 10 year LTFP enables Council to continue to deliver services and facilities whilst navigating challenging years Updated LTFP being developed through the 2023/24 budget process which is underway.
- Council maintained a positive financial position during 2021-22 recording a surplus of \$4.7m, with cash and investments of \$89.1m up from \$82.6m the previous year with most of the cash held for specific purposes.

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

- Review the adopted strategy reserve and program of projects to seek savings that can be applied to higher priorities.
- Re-establish Business Improvement Program and generate new revenue and increase annual savings target.
- Finalises a new Enterprise Agreement.
- Overcome current project delivery challenges and increase delivery

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

- Develop a framework to guide decision making and investment on the development of new services, new facilities and new spend – This will be superseded and achieved via the Business Improvement Program.



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

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

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

### **Achievement towards the outcome so far....**

Council has endorsed a new Communications and Community Engagement Strategy, following an extensive engagement process. Initial research into the feasibility of a Council App was undertaken. Findings indicated that apps for specific tasks (eg. SCRAPP), or apps supporting transactions are the most effective. The proposed project for a Council App has been handed over to the Digital Transformations team, for consideration as they implement their 'one customer' project, which allows for the potential inclusion of an app.

### **Key progress at mid-Year 2**

- Commenced review of Community Engagement Policy. Council will consider the draft document for public exhibition at the April 2023 meeting.
- Designed an implementation plan for staff training on engagement; to be rolled out following the adoption of a revised Community Engagement Policy

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

- Finalise the draft Community Engagement policy, incorporating the Capital Works Community Engagement Policy
- Implement staff training program
- Working in partnership with Community Development to coordinate communications and engagement across townships
- Research options for community panel

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

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