



Council Plan Progress Report - End Year 2

Council Meeting – 26 September 2023

SURF COAST SHIRE COUNCIL

Council Plan Incorporating the Health and Wellbeing Plan 2021 - 2025



www.surfcoast.vic.gov.au



Acknowledgement of Country



Surf Coast Shire Council Acknowledges the Wadawurrung People, and the Gulidjan and Gadubanud Peoples of the Eastern Maar, their Elders and leaders past, present and emerging as the Traditional Owners of the skies, land, waters and sea country across our municipality.

We acknowledge their care and custodianship for more than 60,000 years, which continues today.

We walk with them as we respectfully care for and tread lightly on these lands.


We also extend that respect to all First Nations people who are part of the community.

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. Behind the windmill, there are trees and a dirt road. In the background, a body of water, possibly a lake or a wide river, stretches across the horizon 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



**Wunggurrwil Ba-gurrk Murrup (Strong Woman Spirit)
by Wadawurrung woman Jenna Oldaker**

Artwork at Wurdi Baierr launched at International Women's Day event 2023



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



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

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

Achievement towards the outcome so far....

Feedback from Wadawurrung Traditional Owners Aboriginal Corporation including Elders, Traditional Owners and staff is that the relationship, trust with and support from Council is strong. This is demonstrated by Traditional Owner's desire to seek support from, and partner with Council. Councillors and Management have now undertaken Cultural Heritage Training with Eastern Maar Aboriginal Corporation, as well as officers attending the Eastern Maar Native Title Determination hearing. Relationships with other key stakeholders, including First Nations community members and other First Nations-led organisations are also deepening our understanding and inclusivity of activities undertaken, for example, a First Nations lens was applied to International Women's Day with the installation of a mural by Wadawurrung woman, Jenna Oldaker at Wurdi Baierr Stadium (see pic previous page).

Key progress at end-Year 2

- Pilk Purriyn - a breakthrough partnership event demonstrating Council's Reconciliation commitment and delivering broad recognition for Traditional Owners. Pilk Purriyn steering committee working on 2024 event.
- Acknowledgment of Traditional Owners embedded in policy and in practice for all significant officer and Council events and meetings
- We have been a driver of the network of Councils on both Wadawurrung and Eastern Maar Countries
- 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
- Council resolved to support for the Voice to Parliament referendum
- Cultural Heritage training with Eastern Maar Aboriginal Corporation
- Cultural Safety of civic building improved with First Nations art, statement of commitment to Reconciliation and Acknowledgment of Country installed at entrance

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

- Finalise and implement Reflect Reconciliation Action Plan – Partnership with Reconciliation Victoria
- Build on the strengths of relationships and partnerships created to date
- Finalise Acknowledgment protocols and guidelines
- Focus of training program partnering with Eastern Maar RAP for financial year

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

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



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



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

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

Achievement towards the outcome so far....

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

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

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

Wadawurrung land management on Country at Djarrak (Bells Beach) .

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

Key progress at end-Year 2

- Retain Wadawurrung's Gobata Dja (Caring for Country) to undertake land management work on Wadawurrung culturally significant Council owned / managed sites
- Standard booking forms from both Registered Aboriginal Parties (RAPs) consistently shared with staff
- Advice and education provided to staff on how to work with RAPs based on developing relationships with how each would like to be engaged with
- The draft Moriac Structure plan considers First Peoples and the history of Moriac prior to European Settlement which has been highly and publicly praised by the Wadawurrung RAP

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
- Consider Council decision making in finalising the Reconciliation Action Plan
- A cultural audit to map work we undertake across the organisation to identify gaps and opportunities
- Deliver staff training on Native Title

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

- National Reconciliation Week will continue to be meaningful. The size and scale will be balanced with other key events to accommodate existing budget.



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.

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

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

The Surf Coast Aquatic and Health Centre project has reached a significant milestone with re-scope completed and now endorsed to proceed to procurement and construction phase.

Key progress at end-Year 2

- Anglesea Community and Health Hub Precinct Plan in progress
- Surf Coast Hockey Facility (Torquay) planning and Commonwealth Games legacy funding complete (ready for construction)
- Grant Pavilion redevelopment complete
- Bob Pettitt Bike Park Revamp complete
- Stripling Reserve Pavilions upgrade substantive scope complete and minor works in progress
- Torquay Scouts Facility Upgrade in progress
- Anglesea Netball Pavilion nearing completion
- Winchelsea Pool Redevelopment design and construction tender in progress
- Deans Marsh Community Hub draft plan nearing completion
- Surf Coast Aquatic and Health Centre project final design endorsed. Progressing to construction documentation.
- Multi-Arts Centre concept completed
- Safer Cycling Strategy complete
- Torquay Wayfinding Strategy in progress
- A range of Road Safety Strategy projects complete and in progress
- Barwon River Loop Walk stage 2 in progress
- Jan Juc to Bellbrae shared pathway project planning in progress
- Integrated Social Infrastructure and Open Space Plan in progress, audits now complete

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

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

- Continue to ensure all new or redeveloped facility designs meet best practice including universal design and equity assessments
- Finalise the Integrated Social Infrastructure and Open Space Plan (ISIOS Plan) and policy framework
- Deliver all projects underway

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. Anglesea Community and Health Hub Precinct Plan, including key worker housing), exploring Commonwealth Games opportunities and higher level of planning required for SCAHC.



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 are key stakeholders in disseminating information regarding access to services. This tool is also being used to develop a Network of healthcare providers across the shire.

Support for Community Houses to run community Health and Wellbeing stream of grants to be launched in September.

Vaping education program partnership launched.

Key progress at end-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..."), and mental health month
- Promote and facilitate Good Sports Program
- Community Houses – community lunch project
- Expand your impact community leadership course complete

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

- Continue to build on Gender Equity work after positive International Women's Day Event
- Continue to implement programs and seek partnership opportunities to progress the 5 pillars of the Municipal Health & Wellbeing Plan
- Continue to implement key actions of the Community Health and Development Plan
- Develop a health service network using health services map
- Implement Health and wellbeing grant program
- Embed Gender Equity through Gender Impact Assessments and related processes to support staff in applying a gender lens to their work
- Pursue 'Rainbow Ready Roadmap' to further gender equality and inclusion, guided by resources established by the Victorian Government for rural and regional communities
- Volunteer Statement of Commitment under development soon to be considered by Council and this will be complemented with the organization management policy and procedure

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

- The Volunteer Statement of Commitment and organization management procedure aligns with the National Volunteering Strategy Principles and replaces work on a volunteer strategy



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



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

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

Achievement towards the outcome so far....

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



Key progress at end-Year 2

- Safer Cycling Strategy complete
- Pathway Strategy progressing
- G21 Integrated Transport Strategy complete
- 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 audit on Council facilities and car parks to inform the Integrated Social Infrastructure and Open Space Plan (in progress)
- Barwon River Loop Walk stage two design in progress
- Jan Juc to Bellbrae shared pathway project planning in progress
- Key planning and land use decision have carefully considered improving opportunities for people to move around without cars
- Baseline data and mapping completed for the pathway network

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

- Incorporate strategy recommendations and cycling / pedestrian centered 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
- Due to resource constraints, planning and delivery in the integrated transport space is limited to existing programs of work and projects



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 multiple streams responding to community need.

Community plans supported in Moriac and Winchelsea.

Development of Minor Capital Works stream of Grants.

Key progress at end-Year 2

- Great uptake of Community Grants Program including Arts Grants, Community Initiatives, Climate Emergency
- Development of Community Plans in Moriac and Winchelsea
- Volunteer audit complete
- Volunteer Management Policy and Procedure complete
- Support and advice for community ideas through the community projects portal and community initiatives assessment panel
- Increases in community led projects through grants
- Minor capital works grant stream developed
- 55 community projects funded through Council's community grants program
- Climate Emergency grants continuing

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 community to deliver community plans at Winchelsea and Moriac
- Support development of a community plan in Anglesea
- Support community led initiatives through established processes, continue to evolve these processes
- Support Council staff to understand how they can use community plans to inform their work
- Work more on place planning, ensuring community plans and community values are at the heart of the work
- Continue to mature our approach to volunteering, aligning our work with the principles of the Australian Volunteering Strategy

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

Community leadership program will be scheduled later while we focus on community planning



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.

We funded a heritage consultant to work directly with Wadawurrung Traditional Owners to research historical records regarding Wadawurrung history related to the Karaaf wetlands, and the impacts of colonisation on use and current condition of this estuarine area.

Key progress at end-Year 2

- Supported Wadawurrung Gobata Dja (Taking Care of Country) team to heal Country, partnering with them on midden site protection works at Djarrak (Bells Beach)
- Established biodiverse community carbon offset site at Buckley, with over 2000 seedlings planted and further community and staff plantings in progress
- Native vegetation offset site plan for Moonah Woodlands, Torquay finalised and submitted to the Department of Energy, Environment & Climate Action for approval
- Delivered Council's annual pest plant and animal management program on Council owned & managed land, including habitat for listed threatened flora and fauna species & communities
- Supported local community conservation efforts, including on ground revegetation (over 3500 indigenous seedlings planted), weed works and grant funding applications
- Weeded, planted and controlled rabbits in threatened Estuarine Wetland and Coastal Moonah Woodland communities (DuneCare grant) & supported Deakin University research into local populations of the vulnerable Powerful Owl
- Karaaf Environmental assessment completed and monitoring program developed

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

- Karaaf environmental monitoring program
- Review and update Council's Pest Plant and Animal Management Strategy
- Continue to support community advocacy & agency initiatives to protect and improve the health of Anglesea River

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

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



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



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

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

Achievement towards the outcome so far....

Since 1 July 2021, through the delivery of Council's Climate Emergency Corporate Response Plan 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 end-Year 2

- Electrification (removal of all gas) at Aireys Inlet Community Hall complete. Together with energy efficiency measures, solar and battery installations and landscaping for bushfire, this community facility is now a demonstration of a climate adapted building, in line with Council's Sustainable Council Facilities Policy.

- Delivered the annual Climate Emergency Grants stream, funding community-led climate action projects
- Strong focus on energy efficiency and an all-electric design for the Surf Coast Aquatic and Health Centre

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

- Continue progress on delivering Council's adopted target of zero Scope 1 and 2 non-landfill emissions by 2030
- 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 the all-electric homes campaign, and refining our strategic approach to developing net zero pathways across the municipality

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

Nil



Strategy 9: Divert more material from the waste stream



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

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

Achievement towards the outcome so far....

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



Key progress at end-Year 2

- Established glass and food recovery at Council waste disposal sites
- Diverted 3.3 tonnes of waste from landfill through the use of recycled products in new decking and seating at Stribling Reserve in Lorne
- Plastic Wise Sporting Clubs Pilot Program: Council has committed to support sporting clubs operating at Council sites to become compliant with the Policy. Pilot program involved four local community sporting clubs including Anglesea Football Netball Club, Anglesea Tennis Club, Jan Juc Cricket Club and Torquay Netball Club.
- Signed a waste supply agreement with Barwon Water for the local processing of FOGO collected via the kerbside waste collection system

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

- Finalise the strategic circular economy action plan to support the transition to a circular economy and outline actions to reduce waste and increase reuse
- Develop a landfill transition plan and review transfer stations to maximise resource recovery
- Continue working with Barwon Water and Geelong region councils to establish the regional renewable organic network (RRON) facility
- Conduct kerbside waste audits to inform a strategic approach to waste and circular economy transition

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

Nil



Strategy 10: Adapting to a changing climate



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

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

Achievement towards the outcome so far....

Three consecutive wet La Nina periods and a series of storm events have had significant impacts on Council. Now with the prospect of an El Nino summer, we're seeing first hand the impact of increased frequency and intensity of extreme weather. As a key aspect of Council's climate emergency response, we will remain focused on building Council's organisational capacity to thrive in the changing climate.

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

Key progress at end-Year 2

- Updated Council's Climate Emergency Response Plan 2021-2031 with a Climate Adaptation Planning Framework to coordinate and strengthen Council's adaptation responses and established an org-wide climate resilience working group
- Secured grant funding to undertake a flood study for the Painkalac Estuary in partnership with key agencies
- Completed a Sustainable Water Use Feasibility Study for Council's highest water using reserves and civil operations

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

- Undertake climate risk assessments across the shire to identify areas and assets most vulnerable to climate impacts and help prioritise Council's adaptation effort
- Develop and implement a climate resilience screening tool to strengthen the consideration of climate change across Council assets and services, and better inform decision making
- Participate in the Victorian Climate Resilient Councils program, including the Adaptive Capacity and Community Emergency Risk Assessment pilot projects
- Undertake drainage catchment management studies in key areas across the municipality
- Continue to repair assets damaged through flood events

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

Nil





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.

Conducted three Coastal Character Workshops with our coastal communities to better understand the needs, challenges and expectations of protecting our coastal character and unique landscapes.

Piloted an integrated approach to placemaking and township structure planning with community planning, working with the Moriac community and has now completed the Draft Moriac Structure Plan.

A number of key strategic pieces of work have also commenced including the Urban Futures Strategy to inform the Shire's sustainable future growth areas and settlement boundaries and a review of the Shire Planning Scheme to ensure it is meeting contemporary requirements and expectations.

Key progress at mid-Year 2

- Commenced the Urban Futures Strategy
- Commenced a review of the Shire Planning Scheme
- Commence State Government's Distinctive Areas and Landscapes Statement of Planning Policy implementation
- Commenced bushfire landscape assessments
- Preliminary investigations and site visits commenced for the Stage 3 Heritage Study
- Prepared Heritage Studies on 22 properties to further protect the Shire's heritage places.
- Draft Moriac Structure Plan out for public consultation

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

- Progress the Shire Wide Urban Futures strategy and planning scheme review
- Implement the Distinctive Area and Landscapes Statement of Planning Policy
- Incorporate learnings from integrated township structure planning and strengthen alignment with community planning
- Finalise the Moriac Structure Plan

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



Strategy 12: Improve access to affordable residential accommodation



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

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

Achievement towards the outcome so far....

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

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

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



Key progress at end-Year 2

- Aireys Inlet Affordable Housing Project progressing to facilitate social and affordable housing at 2 Fraser Drive, including a co-design process with the project Community Advisory Group and Housing Choices Australia
- Successfully attracted State Government funding to undertake a precinct planning process at the McMillan Street, Anglesea Community and Health Hub and explore the inclusion of affordable housing for key workers at the precinct
- Progressing a Tiny Houses on Wheels (THOW) trial following a targeted review of parts of the Community Amenity Local Law 2021
- Continued engagement with Great South Coast Councils on regional Key Worker Housing initiatives
- 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

- Understand what the funding opportunities might be as a result of State Government investment redirected from Commonwealth Games event into delivering initiatives that may support housing projects
- Progress key housing projects and focus on reaching investment ready status to ensure Surf Coast Shire is best placed to apply for new funding released for social and affordable housing

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

- Housing Affordability is a macro issue that is having a significant impact on our communities. Attracting resources and building confidence that facilitating the development of social and affordable housing in our communities is worth investing in
- Work is no longer required to support housing options for temporary accommodation needs for the now-cancelled Commonwealth Games, however we continue to partner with state government and other partners on funding opportunities and solutions for affordable accommodation



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



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

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

Achievement towards the outcome so far....

Event Grant Program updated. New funding categories such as Boutique Events provide extra emphasis on arts, cultural, environmental events.

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

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

Visitor Centres supported 150,828 enquiries and sold over \$438,000 in retail.



Key progress at end -Year 2

- Multiple marketing promotions were completed in collaboration with Great Ocean Road Regional Tourism including: Explore your Backyard (18 vignettes with 463,764 views) and 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
- 2023-24 Event Grant Program released – 20 events funded - \$85,500
- 2025 UCI Fondo World Championships secured. Estimated participation of 3,000 riders from 50 countries plus Amy's Gran Fondo participants in October 2025
- Creation of a master calendar for events, accessible by Vic Pol, AV, CFA, Vic Roads and GORCAPA to assist in the safe delivery of over 220 events & markets in 2022 – 23 and enable rapid understanding of scheduled events and their location for emergency management & calendar management

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

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

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
- \$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 end -Year 2

- Implementing the Economic Development Strategy 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
- Covid Recovery Grant Program completed with over 500 project queries received, 154 applications submitted & assessed, 72 projects approved and completed in total \$924,711 allocated (\$416,534 community, \$508,176 business) across 4 programs: Rapid Response - less than \$5,000; Full Program - more than \$5,000; Individual Small Business - less than \$5,000; Creative Communities \$5,000 - \$20,000
- 36 businesses supported through the full Business Concierge from 1 July 22 – 30 June 23 and a further 130 businesses supported beyond the Concierge

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

- Release a Parklet Pilot Program with supporting guidelines
- Identify new measures of economic success for the Economic Development Strategy
- 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



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 end -Year 2

- 16 cafes signed up to the program and received Responsible Café accreditation resulting in an estimated 227,500 single use cups saved from landfill and 4000 KGs coffee grounds diverted from land fill
- Completed Recycled Water Feasibility Study for the Thomson Valley in conjunction with Barwon Water - findings to inform a Business Case

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

- Connect businesses with ethical, social and sustainability initiatives
- Provide support to the Barwon Water led multi-grid project which includes a final Business Case for Thomson Valley Recycled Water
- Profile businesses achieving outcomes in the social and ethical business space

**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.

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

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

PORTAL: Live online discussions every Sunday through Covid with regional creatives, digital exhibitions, launched street initiatives, held workshops, launched books.

Key progress at end -Year 2

- DEVELOP grant program received 27 applications with 8 grants awarded totaling \$29,802
- In 2022-23 Anglesea Arts Space held 18 exhibitions involving 301 artists (including many first time and youth exhibitors) attracting 8500 visitors, \$16,000 revenue (artist fees and commission on sales) and \$88,000 in total sales to local artists
- 2022 Surf Coast Arts Trail delivered with over 200 artists across 70+ venues with over \$80,000 in weekend sales achieved
- Delivered Shed Talks series: three sessions attracting 122 attendees
- Delivered Arts Trail Workshop series: three sessions attracting 47 artists

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
- 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 Multi Arts Centre (MAC). Since commencement in March 2021 the MAC has staged 142 events and performances from local artists across performance, music, visual arts and literature, showcasing 436 unique artists, attracting 7,060 people with over 80 volunteers involved.

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

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

Key progress at end -Year 2

- Creative Places Strategy 2023 – 2031 adopted
- \$1.4 million grant funding confirmed for Multi Arts Centre under Local Community Infrastructure Program. Agreement on concept reached. Design tender released.
- 16,118 attended the Australian National Surfing Museum in 2022 – 23
- Secured \$28,000 grant through Vic Regional Collections Access Fund for the display of significant objects
- Delivered NAIDOC Week in Winchelsea. 80 people attending opening event, 95 attended exhibition

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

- 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
- Complete the \$1.4 million MAC refurbishment project

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

Key progress at end-Year 2

- Current 10 year Long Term Financial Plan (LTFP) enables Council to continue to deliver services and facilities whilst navigating challenging years and updated LTFP has been developed through the 2023-24 budget process
- Council maintained a positive financial position during 2022-23 recording a surplus of \$1.2m and a cash surplus of \$2.1m with cash and investments of \$101.3m in allocated reserves for specific purposes
- Enterprise Agreement finalised
- Business improvement, Continuous Improvement and Innovation Plan drafted
- Program and cash reserves reviewed at end June 2023 with savings from projects cancelled, adjusted and deferred realized and some funds applied to higher priorities

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

- Recommend and implement digital project management system to improve delivery
- Increase project delivery and improve overall program planning accuracy for future years

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

- Nil





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



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

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

Achievement towards the outcome so far....

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

Staff training in community engagement has been delivered

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

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

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

Key progress at end -Year 2

- Community feedback has been received on the draft Community Engagement Policy informing the final policy which was adopted in August 2023
- Round One of a community engagement staff training program has been delivered, involving 60 staff
- Implemented coordinated monthly communications on local projects in Winchelsea

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

- Implement online engagement training program for staff following endorsement of the Community Engagement Policy
- Commence an internal community of practice for staff to share community engagement learnings and to coordinate activities
- Expand the coordinated communications on projects trial implemented for Winchelsea to other wards
- Monitor the use of the new Community Engagement process and refine process with staff as needed
- 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