



Surf Coast Shire Council Plan incorporating  
the Health and Wellbeing Plan

# Monitoring and Evaluation Framework and Action Plan

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### Reference Documents / Materials

Information and data sources have been used to develop the monitoring and evaluation framework and action plan is documented on page 33.

### Version Control

21/09/2021 – A Hooper – Council Plan incorporating the Municipal Public Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan V2

13/10//2021 – A Hooper – Council Plan incorporating the Municipal Public Health and Wellbeing Plan Monitoring and Evaluation Framework and Action Plan V3

# PART 1

## Introduction

The Local Government Act 2020 requires Victorian councils to design, implement and monitor a suite of strategic documents underpinned by a deliberative engagement process.

The Surf Coast Shire Council Plan, incorporating the Municipal Public Health and Wellbeing Plan, and Financial and Asset Plans have all been informed by three phases of engagement: a broad 'participatory' phase, followed by a 'deliberative' phase and then a final 'review' phase. While each strategic document has different requirements under the Local Government Act 2020 and sets out a related but specific program of work, they all have the same long term goal, the Surf Coast Shire Community Vision.

The Surf Coast Shire Community Vision has a 10+ year horizon and establishes a consensus aspirational view of a desired future and community values that extends beyond the traditional jurisdiction of a Council. The Community Vision pertains to areas that might be considered the responsibility and function of other levels of government, civil society, non-government organisations, the private sector, institutions or other entities and considers the role and resources each can contribute to achieve this broad, shared goal.

The Surf Coast Shire Community Vision is

**'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.'**

Achieving population level change, as described by a broad, shared goal like a community vision, requires sustained, collective and flexible inter-sectorial approaches at scale, aimed at environmental, sociocultural and individual levels using an ecological approach.

No one organisation, on its own, can achieve population level change. Council on its own cannot achieve the Community Vision.

Council recognises systems-theoretical approaches and makes a commitment working collaboratively with partners to implement policies, programs, place design, advocacy, etc. that cumulatively achieve progress on our broad shared goals.

In terms of Council Plan implementation, Council will identify which roles it can play alongside partners and which strategies best advance our collective impact.

While understanding our part in the whole is important, in order to be accountable and effective, Council seeks to identify and invest in strategies for which we have (statutory) control and strategic influence.

To do this Council has developed a Monitoring and Evaluation Framework for its Council Plan incorporating the Health and Wellbeing Plan.

# Structure of the Monitoring and Evaluation Framework

The Monitoring and Evaluation Framework is underpinned by a systems-informed theory of change and draws on program logic and Results Based Accountability approaches.

Program logic and Results Based Accountability approaches are outcome-focused and helpful in creating a line of sight from a broad, shared goal to the strategic program of work that will move an organisation or a community closer to achieving it.

The Monitoring and Evaluation Framework will endeavour to stitch a 'golden thread' from our 10+ year Community Vision to the strategies that Council will employ to achieve its strategic objectives for the Council Plan and then to the initiatives that will be implemented to deliver its strategies.

The Monitoring and Evaluation Framework and Action Plan was developed alongside the Council Plan and identifies strategic or 'end-of-program' outcomes. The Local Government Act 2020 requires the identification (baseline) and regular collection (monitoring) of strategic indicators. The strategic indicators provide a tool to measure the extent to which we've achieved the Plan's strategic objectives.

The Monitoring and Evaluation Framework and Action Plan also includes output measures or 'key deliverables' which inform us of the progress of actions or initiatives. Analysing output measures will help us to understand whether the actions that we've selected to implement the strategies are the right ones, ie, whether they are worth investing in, whether they require additional resources or whether they should be curtailed and resources be directed elsewhere.

The medium-term end-of-program or strategic outcomes that Council wants to achieve through the four year implementation of its Council Plan can be thought of a set of substantial changes that are necessary

conditions for the broader, population level changes that we want to see. Each strategy in the Council Plan has an end-of-program or strategic outcome.

Because an end-of-program or strategic outcome needs to cover a breadth of concepts and measure different strands of the collective effort, there are few suitable 'off-the-shelf' outcome indicators. It should be noted that in some cases, proxy measures, drawing on available data sources, have been selected for monitoring progress. In other case, where we felt that there are no suitable data sources, we have indicated that we will work to develop a suitable strategic indicator and establish a baseline measure.

As described above, the Surf Coast Shire Community Vision represents a broad, shared goal. The achievement of which in the long term is signified by improvements in 'population level' measures. Drawing from a Results based Accountability approach, these indicators capturing social, health, economic, environmental change in our Shire, are 'above-the-line'. That means that accountability for their movement, whether the trend is favourable or unfavourable, sits with the whole population, including all levels of government, civil society, non-government organisations, the private sector, institutions, community groups, etc.

Figure 1, on the following page, depicts both 'above-the-line' population accountability and the 'below-the-line' program accountability which is realm of the Council Plan and the Monitoring and Evaluation Framework and Action Plan.

## Structure (continued)

The end-of-program or strategic outcomes are written as universal measures. That is, they are as general as possible and not specific to a population group, setting or place. In this way they seek to measure collective effort - the details of which will be different for different towns and cohorts - and enablers that precipitate population level changes.

In part two of the Monitoring and Evaluation Framework and Action Plan, we table the actions and output measures for each strategy.

Where the actions listed describe ‘a strategic course of action’ which will likely be carried out at increasing levels of maturity across the four years of the Council Plan, the output measures are a description of what will be completed during the financial year 2021 – 22.

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.

	Planning	Plan	Evaluating	Report
Contribute to	A broad, shared goal describing desired changes to our social, economic and natural and built environments, contributed to by a range of partners.	Surf Coast Shire Community Vision – An inclusive vision and principles that will provide guidance for Council and its partners in our planning and a reference in evaluating our contribution.	Long-term outcomes, reflecting on the context and conditions including things beyond our control.	Municipal profile of relevant population level health, social, environmental economic data.
Responsible for	A program of work which recognises the interconnected factors that influence population level change and designate, as strategic objectives an organisation is responsible for, the substantial changes that are the conditions for achieving population outcomes.	Council Plan incorporating the Health and Wellbeing Plan A four year ‘program of work’ structured around seven themes, each describing the substantial changes that need to be affected to achieve the community vision.	End-of-program or strategic outcome - the extent to which we achieved the substantial changes that are the conditions for achieving population outcomes.	Council Plan incorporating the Health and Wellbeing Plan 2021 - 2025 evaluation.
	Strategies draw on evidence and capitalize on relevant statutory and strategic roles, including partnerships, identifying the medium term changes necessary to bring about the required substantial changes.	Nineteen strategies, two – four strategies per theme, describing what medium-term changes we are seeking and why they are important to achieving our end of program goals.	Medium term outcome - the extent to which implementation of strategies have contributed to substantial change.	Opportunistic impact evaluation, included as features/case studies of annual reports.
	Actions or initiatives focus the collective effort in the context of concurrent activities, services, policies, programs, community engagement, etc.	Sixty-two headline actions, two – five per strategy, that represent new ‘courses of actions’ that will be tested and developed or refined over the four years.	Outputs – the extent to which we have completed annual action deliverables.	Council Plan incorporating the Health and Wellbeing Plan Annual Report.
	Inputs consider the resources, personnel, partners, etc. required to undertake actions.	Informed by annual budget review and development processes, workforce planning, etc.	The efficient and effective application of resources.	Annual review and budget processes.

Figure 1

## Purpose

The purpose of this evaluation is to assess to the degree to which strategies developed under the seven themes of the Council Plan incorporating the Municipal Public Health and Wellbeing Plan have been successfully implemented to achieve the strategic objectives of the Council Plan and contribute to the Community's long term vision and priorities.

The Monitoring and Evaluation Framework will be used to guide Council in gathering data and reporting on the impact the selected strategies, scaffolded upon seven themes, have made. The seven priority themes are:



### 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

Figure 2

The strategies that respond to the seven priority themes are tabled below. T# represents the theme number and S# represents the strategy number.

T #	S #	STRATEGY
1	1	Work with Traditional Owners and other Aboriginal and Torres Strait Islander people in our community to achieve reconciliation
	2	Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge
2	3	Facilitate the provision of social infrastructure and open space to enable healthy lifestyles
	4	Improve access to local services and programs that support people to be healthy and well
	5	Make it easier for people to move around our towns and in nature without relying on cars
	6	Enable communities to strengthen their social connections and participate in community life
3	7	Protect significant habitats, landscapes and biodiversity
	8	Reduce greenhouse gas emissions to limit the impacts of climate change
	9	Divert more material from the waste stream
	10	Adapt to a changing climate
4	11	Protect heritage and township character
	12	Improve access to affordable residential accommodation
	13	Support tourism and events that encourage people to stay longer and appreciate and care for this place
5	14	Enable people to run successful local businesses that grow and create jobs in our changing economy
	15	Foster an environment that enables businesses to operate according to ethical, social and sustainable principles
6	16	Foster an environment where people with clever and creative ideas can make a difference in their communities
	17	Increase support for creative industries and arts
7	18	Establish a sustainable financial position
	19	Improve Council's credibility as a trusted decision maker through meaningful engagement

Figure 3

## Description

The strategies represent the levers that Council has and may utilise to effect change.

The evaluation will consider the extent to which these strategies have been successful in contributing to the end-of-program outcomes in the context of the resources required to implement them, including:

- Operational budget
- Capital works budget
- Attracted funding and other resources
- Partnerships.

Whilst the Monitoring and Evaluation Framework aims to capture how the resources and inputs, actions and strategies that have been allocated and applied by Council helped to deliver the Council Plan 'end of program' outcomes, it is important to note that the influence, expertise and resources that may be directed by our partners to selected shared priorities will be integral in bringing about the substantial changes required to achieve population level change.

Council recognises the value of collaborative approaches which identify a common agenda, establish mutually reinforcing communications and activities co-contribute resources and shared measures of success. Where possible, Council will foster a collective impact approach, to work with partners to effect the substantial changes that will bring us closer to our broad shared goal.

In selecting strategic indicators to include in the Monitoring and Evaluation Framework, the following considerations have been made:

- The strategic relevance of available data sets, for example, those collected for the Local Government Performance and Reporting Framework

- The estimated time and cost associated with developing a strategic indicator, collecting a baseline and monitoring data
- The feasibility, in terms of methodology, timing and analysis, of measures collected for another purpose.

While we are 'not there' yet, Council will work to ensure that this framework identifies and includes measures that fill in gaps in our understanding and contribute to the evidence base regarding what works. We will work to develop strategic indicators that can help us to be able to comprehensively answer the below key evaluation questions.

1. How effective was the Council Plan in achieving its intended outputs and outcomes?
2. What was the impact of the Council Plan on the intended beneficiaries?
3. How fair and appropriate was the planning and implementation of the Council Plan, ie, were equity-based principles related to things like gender, culture, disability considered?
4. What was the contribution of the Council Plan to the Community Vision and how well did Council develop partnerships and collaborate to achieve broad, shared goals?
5. How does the model and approach used to develop the Council Plan incorporating the Health and Wellbeing Plan compare with Victorian best practice?



# Stakeholders

In considering the key evaluation questions, it is important to note the indicators of success for Council and our partners may be different.

As an example success factors from a range of viewpoints include:

<p><b>Traditional Owners</b></p> <p>Connection to Culture and Country.</p> <p>Strength to care, connect, practice and pass on tens of thousands of years of knowledge as Traditional Owners and Registered Aboriginal Parties for the lands on which the Surf Coast Shire is now situated.</p> <p>Stakeholders to embed Traditional Owners Country Plan principles into their responsibilities, Governance, and strategic planning.</p> <p>Walking together to progress reconciliation.</p>	<p><b>Residents</b></p> <p>Protect nature.</p> <p>Retain uniqueness and small town feel of communities.</p> <p>Balancing this with the good things development brings, ie, affordable housing, infrastructure, amenity, access to shops and services, vibrant arts and culture, local economy and jobs etc.</p>
<p><b>Businesses</b></p> <p>Hard infrastructure that supports things like supply chain efficiency, reliable internet connections, customer access to the goods and services they offer.</p> <p>Soft infrastructure that enhances places, attracts locals and visitors.</p> <p>Access to and development of workforce (local workers, right skills, etc.).</p> <p>Streamlined access to information, such as grant opportunities, and services such as planning permits.</p>	<p><b>Visitors</b></p> <p>Connection to nature.</p> <p>A bush and/beach retreat.</p> <p>A fun, family friendly experience.</p> <p>Access to shops, services and activity-based experiences and entertainment (no need to travel out of the area).</p>
<p><b>Council staff</b></p> <p>Technical expertise in a range of disciplines.</p> <p>Different evidence bases suggest different, sometimes discordant approaches.</p> <p>Have strategic and statutory roles in legislation with discordant objectives.</p> <p>Want the best for their respective cohorts, communities, etc.</p> <p>Must attract resources and work in partnership to increase influence and impact.</p>	<p><b>Councillors</b></p> <p>Want to represent the interests of their communities and constituents.</p> <p>Demonstrate good governance and leadership.</p> <p>Fulfil legislative role.</p> <p>Effective and responsible management of resources.</p> <p>Hard and soft infrastructural improvements and equitable allocation of resources for their communities.</p>

Figure 4

## Scope

This Monitoring and Evaluation Framework seeks to establish a baseline that will inform the design and implementation of the Council Plan. A baseline helps us to understand what is important to measure, and will tell us the difference that four year's of implementation has made.

It is acknowledged that there are many other influences affecting whether the Community Vision will be achieved or not. As identified in the aspirational key evaluation questions, the level of attribution will be considered. However, Council recognises that it will be difficult, using existing measures, to understand our contribution. In many cases where a suitable outcome measure is not available, we will, in the first year seek to establish a baseline that we can re-measure at intervals and/or at the conclusion of the Council Plan.

Council is committed to improving the way that we monitor and evaluate the Council Plan incorporating the Health and Wellbeing Plan. We seek to improve our understanding of community needs and strengths. We will use evidence to inform how we align available resources and supports to enable community and work effectively with partners to positively 'shift the dial' on the substantial changes that are the conditions for population level change.

## Information

Where there is no one perfect measure, data will be collected from a range of sources to improve its explanatory power. Information will be obtained through both qualitative and quantitative methods.

For all measures the following have been considered and referenced:

- data source
- data availability for sub-population groups and geographic areas
- frequency of data collection
- how the data can be obtained
- associated costs.

## Baseline data

**Much baseline data is underpinned by ABS Census data. The usefulness of the 2016 data has been further compromised by ongoing COVID-19 restrictions.**

Available baseline data will take 2019-2020 financial year, the last 3 months of which, in Victoria, were affected by lockdown measures introduced in response to the Coronavirus. Census based data is from 2016 and is, particularly in the midst of a global pandemic affecting migration, income, spending, health and wellbeing, etc., of limited value. The 2021 ABS Census will allow us to check some of the assumptions made by data modelling of the impact of COVID. The full suite of data collected in August 2021 will not be available until mid-2022. Census based data in the monitoring and evaluation framework will be updated with the new statistics. Depending on what the data tells us, we may need to revisit our proposed approach.

## Considerations

### Governance

Council staff have been involved in the development of the Monitoring and Evaluation Framework and Action Plan. Managers and Key Strategy Leads have actions and outputs measures allocated to them. The Council Governance team will collate regular reports including progress on output measure and monitoring of strategic indicators. An evaluation of the Council plan incorporating the Health and Wellbeing Plan will be completed in September 2024 ahead of local government elections which triggers the development of a set of new strategic plans and strategies including the Council Plan, Municipal Public Health and Wellbeing Plan and Municipal Planning Strategy.

One of the recommendations to that the Community Panel made to Council was for the establishment of an ongoing review of the panel process which might incorporate community members involved in the development of the Community Vision, principles and recommendations, plus new members who would be randomly selected to represent the socio-demographic and geographical make-up of the Shire.

Council recognises the merit of a community engaged governance model and will explore options in this space. Options include drawing on existing cohort-based advisory committees and geographically-based asset committees and community action groups.

# Limitations

The key limitation of the evaluation is that of determining attribution and contribution.

When assessing attribution, the monitoring and evaluation framework will consider whether the implemented strategies caused the observed outcomes. Information will be gathered that seeks to clarify whether the strategies caused or contributed to the observed outcomes

RISK/LIMITATION	LIKELY EFFECT ON EVALUATION	HOW THIS WILL BE MITIGATED OR MANAGED
Determining attribution and contribution	Unclear relationship between the implementation of strategies and observed outcomes	<p>Questions will be included such as:</p> <ul style="list-style-type: none"> <li>• Are the results attributable to the implementation of the strategies?</li> <li>• Did the implementation of the strategies cause the change?</li> <li>• Did the strategies contribute to outcomes?</li> <li>• Were there changes leading up to the strategy implementation?</li> <li>• What other changes have been happening that may be influencing?</li> </ul>
Availability of external data	Without access to suitable external data sources, the monitoring and evaluation framework may present an inaccurate picture	Explore options to obtain external data through suitable subscriptions, analyst advice, and data-sharing agreements.
Resourcing to establish baseline measures	Program evaluation measuring impact can be resource intensive	Pilot a small number of program impact evaluations to test most viable model in resource context.

Figure 5

# Quality

The quality of the evaluation is considered in the evaluation design through the use of well framed key evaluation questions, as described above, and by ensuring that strategic indicators:

- Track planned results
- Ensure accountability and integrate reporting
- Generate shared understanding and identify co-benefits
- Motivate partners
- Building the capacity of those involved
- Foster public and political support

# Data Sources

Data responding to Key Evaluation Questions (KEQ) will make use of the following methods and sources.

DATA	METHOD	ANSWERING (KEQ)	ISSUES/CONSTRAINTS	SOURCE
Economic data	Spatially mapped demographic and economic data	To what extent did implementation of economic development strategies:  Support the growth of a thriving and connected business network  Grow our understanding of and reputation as an economy with a conscience  Demonstrate the social and economic value of major and community events	Resource constraints to extend analysis, including mapping to smaller geographic area and sub-populations.  Demographic data is census based which is only measured every 5 years.	REMPan  Spendmapp  Visit Victoria, GORT, VIC program data  Events program data
Health and social data	Spatially mapped demographic, health, social and economic data and service and program participant survey	To what degree did the integrated Health and Wellbeing Plan implementation contribute to:  Better understanding of community needs and strengths and health equity, partnership approach to program and service design and implementation  Increased uptake of healthy behaviours	Sample survey. Most data only available at local government level. Limited sub-population analysis.  Collected every two years. Slow release of data.  Census data collected every 5 years. Differing forecasts (Profile, REMplan and VIF)  AIHW and others expensive to procure and only offer a snapshot  Voluntary, self-selecting. Tells to story of those already engaged. Often focuses on outputs, hard to establish impact.	Vic Health and Victoria Population Level Health Survey  ABS / Profile ID  Health and Housing clearinghouses, such as Australian Institute of Health and welfare  DHHS and community health service data  Various SCS program leads
Environmental data	Biodiversity and natural/cultural heritage assessments, Corporate carbon emissions, community emissions profile, Climate change impact perception	To what degree did the environmental leadership strategies contribute to:  Improved biodiversity outcomes  Reduced corporate and community emissions (mitigation)  Increased climate resilience (adaptation)  Diverting waste from landfill	Budget constraints limiting scope and scale of actions  cost of updating community emissions profile  Still establishing our corporate data capture, availability of corporate data.  Commitment to/value of repeating survey uncertain  Limited influence over community emissions	Sustainability teams measurement of corporate emissions  Community emissions profile  Climate Emergency Response survey  Waste management data/landfill records

Figure 7

## Data Sources (continued)

DATA	METHOD	ANSWERING (KEQ)	ISSUES/CONSTRAINTS	SOURCE
Social Infra-structure and Open Space	Provision and distribution, quality and experience, usage and performance of social infrastructure	To what degree did the integrated design and delivery of the Shire's first community endorsed integrated Social Infrastructure and Open Space improve equity of access and contribute to the improvement health and wellbeing of our community	Linking in connectivity (transport data)	Social Infrastructure and Open Space Planning baseline
Cultural data	Creative industries data Cultural heritage data Arts participation survey data	To what extent has place-making and cultural programing contributed to a Greater participation of local and visitors in arts and culture Increased professional creative production / more creative industry businesses.	Regional Institute of Australia getting out of date (2018). Commitment to value of repeating research uncertain. Need to establish the viability of UNESCO framework to measure creative, entrepreneurial and innovative region	Regional Growth Prospects Research Report, Regional Institute of Australia Surf Coast Shire program leads

Figure 7 continued

## Communications

The results of this evaluation will be communicated in the following formats at the below described intervals.

WHAT	THROUGH WHICH MEDIUM?	WHEN?
Community vision	Report to Council as trigger for reviewing / re-establishing the community vision (half way through 2029 – 2033 Council term)	June 2031
Council Plan strategic objectives	Council Plan evaluation. Report to Council	September 2024
Strategies	Opportunistic impact analysis of strategies and programs including in regular reporting process. Use to adjust implementation	Biannual reporting
Actions	Biannual reports	Biannual reporting
Inputs	Annual budget process	Annually in November - December

Figure 8

## PART 2

### Evaluation Framework and Action Plan

Part 2 focuses on the actions and output measures that will be implemented and monitored to support the delivery of each strategy.

The actions that will implement each strategy represent ‘a strategic course of action’ under which a range of discrete projects might sit. Rather than being listed as ‘actions’, these projects will form ‘key year one deliverables’. Key year one deliverables are things that we’ll be able to report having done at the end of the financial year. A ‘course of action’ will be developed across the four year life of the Council Plan. The anticipated maturity of a course of action is indicated by a gradation of colour. Light blue colour signifies a design or scoping phase, slightly darker blue indicates an initiation or set up phase. The next gradation signifies an implementation phase and the darkest blue a review phase. The table below (figure 9) describes some of the activities that will go on within each of the phases.

In addition to the visual indication of the maturity of a course of action, each strategy also includes a table of ‘future work’ which suggest areas for development that each course of action. 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, i.e., whether they should be continued, curtailed, amended or up-scaled.

This course of action is in the design phase which will include evidence gathering, communications and resource planning, establishing monitoring and evaluation.	This course of action is in the initiation phase which will include foundation activities such as tendering, recruiting, training, partnership development, scheduling, promotion, etc.	This course of action is in the implementation phase which in addition to the ‘doing’ will include monitoring activities to test whether implementation matches design.	This course of action is in the review phase which will include evaluative activities, such as data collection, participant and partner feedback, analysis to inform the evidence base.
Design	Initiation	Implementation	Review

Figure 9

## STRATEGY 1

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

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Percentage of people who feel proud of Council's relationship with the Traditional Owners of the land known as the Surf Coast Shire.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Identify opportunities to progress the County Plan goals of Wadawurrung and Eastern Maar.				
b	Incorporate local Aboriginal and Torres Strait Islander art, history and culture in the public realm, at events and in programs.				
c	Support Traditional Owners' efforts to build their capacity and influence.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish a Network of Councils on Wadawurrung Country to identify opportunities to jointly support the Wadawurrung Traditional Owner groups
- Review Council's approach to 26 January to increase awareness of the impact of the day on Aboriginal and Torres Strait Islander people
- Ensure Acknowledgement of Country signage is included and visible in Council sites and facilities across the Shire.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Traditional Owners are included as key stakeholders in the planning and development of new sites and facilities
- Cultural experiences are standard practice and included in the standard education programs at Kindergartens and in Early Years services
- Acknowledgement of Country and story signage for key Council and tourism experiences
- Incorporate Aboriginal and Torres Strait Islander cultural awareness into events.



## STRATEGY 2

Ensure Council decisions consider and respect Traditional Owner perspectives, culture and knowledge.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The percentage of staff who consider the perspectives of the Traditional Owners and Aboriginal and Torres Strait Islander Peoples in decision making.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and implement a succession of Reconciliation Action Plans.				
b	Develop the cultural competency of Council staff and volunteers.				
c	Improve engagement with Wadawurrung Traditional Owner Aboriginal Corporation and Eastern Maar Aboriginal Corporation at local and Country levels.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Adopt and implement a 'Reflect' Reconciliation Action Plan
- Develop and implement Councillor and staff cultural awareness training program
- Develop engagement protocols and an engagement plan
- Recruit an Aboriginal Engagement Advisor.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Adoption and implementation of an 'Innovate' Reconciliation Action Plan
- Healthy relationships and partnerships, supported by agreements, with the two Traditional Owner groups
- Strong partnerships with Traditional Owner groups in the management of Council land and the protection of cultural sites.

## STRATEGY 3

Facilitate the provision of social infrastructure and open space to enable healthy lifestyles.

## KEY INDICATORS

### Measures that we'll keep an eye on to understand how we are tracking ...

Integrated Social Infrastructure and Open Space Plan objectives and targets underpinned by liveability priorities<sup>1</sup> and relating to provision and distribution, quality and experience (fit for purpose), usage and performance and meeting immediate needs.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Facilitate equitable access to quality social infrastructure including recreation facilities, open space, transport facilities and community buildings.				
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.				
c	Implement initiatives that create greater connectivity, utilisation and carrying capacity of social infrastructure and open space.				
d	Ensure Council policies and property agreements related to Council land and facilities promote healthy lifestyles including minimising harmful consumption of alcohol.				

## KEY Y1 DELIVERABLES

### At the end of the financial year 2022, we will report the steps we've taken to ...

- Develop a community informed and endorsed Social Infrastructure and Open Space Plan
- Establish a policy position on the planning, provision and level of service of social infrastructure and open space
- Develop a process and methodology to commence conducting Gender Impact Assessments on key programs or projects
- Review and modify Council's policies and property agreements to minimise harmful consumption of alcohol and other drugs on Council property.

## FUTURE WORK

### Further work to be developed in years 2-4 ....

- Implementation of the Social Infrastructure and Open Space Plan
- Implementation of Standard Provision and Levels of Service Policy including all property use agreements
- Place based community planning, clarification of priorities including the role of Council
- Universal design and gender impact assessments inform the planning and design of new social infrastructure to provide fair and equal access for all
- Modifications to key facilities to ensure they are Disability Discrimination Act (DDA) compliant and accessible.

## STRATEGY 4

Improve access to local services and programs that support people to be healthy and well.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The awareness of existing mental health, family violence, alcohol and other drugs, disability, family and aged services available on the Surf Coast<sup>2</sup>; and participation in Council programs for health priority focus areas.

#	Action	2021-22	2022-23	2023-24	2024-25
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.				
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.				
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.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Undertake Service Mapping to understand referral pathways for family violence, mental health and alcohol and other drug services
- Continue to explore opportunities to strengthen partnerships with specialist agencies such as Barwon Child Youth and Family (BCYF) to bring services to the families in the Surf Coast
- Explore models (such as 'Communities that Connect') to partner with community stakeholders to provide support to young people in our community.
- Creation and dissemination of information on services and supports for Over 55s via printed booklets, senior's week events and Council's website.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Develop a methodology to capture and share data with key partners
- Develop strong partnerships to deliver healthy eating and physical activity health promotion programs with a focus on families and children
- Identify service gaps and advocate to improve access in the priorities areas of family violence, mental health, alcohol and other drugs
- Establish a program of primary prevention Gender Equity training to reduce family violence.

## STRATEGY 5

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

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Network and connectivity improvements to transport infrastructure contributing to increased utilisation and satisfaction in line with Liveability Priorities<sup>3</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Have strategies in place to prioritise and deliver key infrastructure and work to better integrate land use and transport planning.				
b	Embed active transport in an integrated approach to place making.				
c	Promote places and spaces that are accessible, affordable and easy to get to for all abilities.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Review the Surf Coast Shire Pathway Strategy
- Develop the Safer Cycling Strategy and the Road Safety Strategy with diverse stakeholder input
- Participate in the development of the G21 Integrated Transport Strategy
- Implement the Torquay Wayfinding Strategy
- Clarify our role in the delivery of priority public and active transport infrastructure.
- Progress Age Friendly Communities transport initiatives.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Incorporate cycling infrastructure into rehabilitation and capital projects
- Implement outcomes of the Road Safety Strategy, Safer Cycling Strategy and Pathway Strategy
- Progress an integrated active transport network
- Work with partners to advance priority public and active transport infrastructure.

## STRATEGY 6

Enable communities to strengthen their social connections and participate in community life.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The participation in inclusive services and programs that celebrate diversity, build social inclusion and address health inequity; and the quality and experience, usage and performance improvements attributed to accessibility audits.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Build community organisations skills, networks and resources to increase community participation opportunities.				
b	Remove barriers to make it easier for community to provide or access social connection and participation opportunities.				
c	Support community groups to ensure their activities are inclusive for everyone.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish and launch a revised Community Grants Policy and Program
- Continue to build the capacity of community leaders through the Casuarina Leadership Program, Community of Practice sessions and a tailored training program
- Design, deliver and maintain an online community directory to enable the community to identify social connections and participation opportunities
- Continue to support the interconnectedness of communities through facilitating the Community Action Network place based meetings
- Continue to enable community ideas through Community Project Investigation and Collaboration Program.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Develop processes and procedures to support community funded and led projects
- Explore further examples of philanthropic and community based contributions to support programs and projects
- Revise a Volunteer Training program
- Develop and launch a digital Community Directory system.

## STRATEGY 7

Protect significant habitats, landscapes and biodiversity.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

State of the Environment assessments of biodiversity values, tree planting, and native species on Council land including nature strips as habitat/food for wildlife, canopy cover, etc.<sup>4</sup>

#	Action	2021-22	2022-23	2023-24	2024-25
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.				
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.				
c	Provide environmental advice and support to Council's review of catchment stormwater arrangements in relation to the Karaaf wetlands.				
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.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Coordinate environmental assessment for Karaaf wetlands with land manager Parks Victoria and other relevant agencies
- Partner with the Wadawurrung Traditional Owners Aboriginal Corporation at Bells to conclude the midden site assessment report and commence amending the heritage site listing to remove the toilet block mural and better capture Wadawurrung connection to Bells
- Develop partnerships with Landcare, community groups, private landholders and local businesses to help protect biodiversity, threatened flora and fauna and support pest plant and animal management in the Shire.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Establish community carbon offset site at Lake Modewarre and showcase opportunities for protection of native vegetation on public and private land
- Establish a new native vegetation offset site at the Moonah Woodlands in Torquay
- Partner with the Wadawurrung Traditional Owners Aboriginal Corporation at Bells to conclude amendment of the heritage listing to remove the toilet block mural and better capture Wadawurrung connection to Bells
- Review impact of annual action plans for Council nature reserves and higher conservation rural roadsides
- Produce a State of Environment report.

## STRATEGY 8

Reduce greenhouse gas emissions to limit the impacts of climate change.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Deliver action plans covering the first four years of Council's ten-year Climate Emergency Corporate Response Plan.				
b	Reduce emissions and offset residual emissions from Council's facilities and operations to be a carbon neutral organisation.				
c	Increase Council's uptake of renewable energy and transition away from fossil fuel use.				
d	Integrate Environmentally Sustainable Design principles in Council facilities.				
e	Support our community to reduce emissions in response to the climate emergency.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Become a certified carbon neutral organisation using the Australian Government's Climate Active Certification
- Purchase 100% renewable electricity, install additional solar electricity capacity, upgrade monitoring capabilities and explore battery storage options
- Develop an Environmentally Sustainable Design (ESD) Policy for Council facilities
- Become Founding Members of the Barwon South West Climate Alliance
- Share climate change data, stories, solutions and information through a variety of platforms to inspire action amongst Council officers, Councillors and our community.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Council's Climate Emergency Corporate Response Plan 2021-2031 progress on Climate Emergency Plan objectives and targets regarding renewable energy, solar and battery capacity and Environmentally Sustainable Design (ESD) upgrades at Council sites; fleet emissions; Climate Active accreditation<sup>5</sup>.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Explore opportunities to develop local land, coastal and wetland carbon sequestration projects with local Registered Aboriginal Parties, private landowners, community groups, and other councils and agencies
- Work with community groups and lessees of council facilities to deliver initiatives with positive environmental outcomes for energy, water, recycled materials and waste avoidance
- Install new electric vehicle charging stations at Council-owned sites to encourage the transition to electric vehicles, including e-bikes
- Support our community to develop Community Climate Emergency Responses and take broader community action, including facilitating localised climate change discussions, collecting data and encouraging informed action.

## STRATEGY 9

Divert more material from the waste stream.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The volume of waste diverted from landfill annually through food recovery stream; and the amount of attributed emissions saved on identified waste streams or items at Anglesea Landfill.

#	Action	2021-22	2022-23	2023-24	2024-25
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 .				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Adopt the Surf Coast Shire Council Waste Strategy
- Introduce a food recovery stream at Council's transfer stations to reduce emissions from Anglesea Landfill
- Include recycled products within renewal works e.g. rubber in asphalt, recycled plastic in lieu of timber products.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Establish a position and a process to only accept sorted materials at landfill
- Implement the Surf Coast Shire Waste Strategy
- Work collaboratively with other councils on establishing a regional Waste Hub
- Establish glass and food recovery at Council facilities.



## STRATEGY 10

Adapt to a changing climate.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Program impact evaluation of climate resilience initiatives (Climate Mobilisers, Casuarina, Emergency management networks and training and fire prevention inspections, contributions towards Country Plans)<sup>6</sup>; and non-potable water use for Council operations (kL of potable water and recycled water used annually).

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and maintain a Climate Change Adaptation Plan.				
b	Support our community to prepare for, and build resilience for living in a changing climate.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Update Council's draft Climate Change Adaptation Plan
- Update the Corporate Risk Register in accordance with recent climate risk data
- Monitor and adequately renew, maintain and upgrade existing drainage assets and road related infrastructure to protect against changing climate conditions including storm events and flood impacts
- Establish at least one Climate Adapted Building demonstration site at a community facility or Emergency Relief Centre
- Update Council's Strategic Bushfire Management Plan and Municipal Heatwave Plan.

## FUTURE WORK

**Further work to be developed in years 2-4 ....**

- Incorporate climate change considerations and data into the Planning Scheme review
- Monitor and adequately renew, maintain and upgrade existing drainage assets and road related infrastructure to protect against changes in changing climate conditions including storm events and flood impacts
- Develop a national best practice bushfire program with partner agencies
- Expand Council's existing street tree program to include new plantings in hinterland townships at risk of increased urban heat impacts and explore options to assist community members in undertaking their own nature strip plantings
- Monitor and adapt public health programs to respond to a changing climate, and impacts of vector-borne, waterborne and food-borne disease.

## STRATEGY 11

Protect heritage and township character.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Satisfaction regarding how valued attributes of heritage and township character are recognised and cared for<sup>7</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Complete a shire wide Settlement Strategy.				
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.				
c	Protect Surf Coast Cultural Heritage by identifying opportunities for inclusion of heritage places in the planning scheme.				
d	Protect the Shire's environmental and landscape assets in townships through holistic structure planning.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Complete the planning scheme amendment for the Stage 2C Heritage Study and new Heritage Policy
- Complete the Moriac Structure Plan Background Report.

## FUTURE WORK

**Further work to be developed in years 2-4**

- Completion of the Stage 3 Heritage Study
- Completion of a Shire Wide Settlement Strategy
- Completion of the Moriac Structure Plan
- Planning scheme amendments to implement the Heritage Study, Settlement Strategy, Moriac Structure Plan and Distinctive Areas and Landscapes outcomes.

## STRATEGY 12

Improve access to affordable residential accommodation.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The number of affordable lettings and proportion of affordable lettings as percent of all rentals in the Shire and performance satisfaction on place attributes related to housing prices and tenures, types and sizes<sup>8</sup>; and key worker availability.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and maintain an understanding of the nature and extent of the residential accommodation affordability problems.				
b	Establish, implement and monitor the effectiveness of a program of work to positively address the problems associated with housing affordability.				
c	Increase awareness of the residential accommodation affordability problems in the municipality and their broader impacts so as to stimulate positive action by others.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Develop, implement and evaluate at least two place-based short-term plans to address accommodation shortfalls for key workers in Lorne and Anglesea
- Adopt an Affordable Residential Accommodation Action Plan to prioritise Council's efforts
- Provide assistance to Homes Victoria to deliver on its \$20 million commitment to increase the availability of social housing in the Shire
- Consider Council-owned sites at 42 Harding Street, Winchelsea and 2 Fraser Drive, Aireys Inlet for affordable housing developments
- Opportunities for Key Worker Housing are identified via the Key Worker Housing and Housing Pilot Co-ordination Project (Barwon South West region).

## FUTURE WORK

**Further work to be developed in years 2-4**

- Priorities determined by the Affordable Residential Accommodation Action Plan
- Implement outcomes of scoping work on 2 Fraser Drive Aireys Inlet and 42 Harding Street, Winchelsea.

## STRATEGY 13

Support tourism and events that encourage people to stay longer and appreciate and care for this place.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Implement event and visitor related actions in the Economic Development Strategy 2021 – 2031.				
b	Support Great Ocean Road Regional Tourism to deliver marketing campaigns for the Surf Coast and Great Ocean Road region.				
c	Develop a visitor servicing strategy with a focus on provision of digital visitor information.				
d	Promote nationally significant cultural and historic stories associated with the Australian National Surfing Museum (ANSM) and Great Ocean Road Heritage Centre.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Support event organisers in the delivery of COVIDSafe events in the Surf Coast
- Complete a significance assessment of objects at the Australian National Surfing Museum (ANSM)
- Deliver marketing promotions including a Surf Coast Backyard campaign, Christmas promotion and Surf Coast Greatopia campaign
- Complete a social media campaign for the ANSM
- Install hanging rails in the Great Ocean Road Heritage Centre (GORHC) to enable increased rotation of photographic exhibitions.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Amount 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; and the benefits received from off peak events such as Great Ocean and Otway Classic Ride, Great Ocean Road Running Festival, Amy's Grand Fondo, and Surf Coast Century.

## FUTURE WORK

**Further work to be developed in years 2-4**

- Improve digital platforms associated with the provision of visitor information
- Increase engagement of local audiences at the ANSM and GORHC
- Achieve recognition as a sustainable events destination by a recognised accreditation program
- Support tourism opportunities that deliver a quality, low impact, year-round experience, such as our nationally significant stories – the ANSM, Torquay and GORHC, Lorne.

## STRATEGY 14

Support people to run successful local businesses that grow and create jobs in our changing economy.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Annual growth in number of Surf Coast businesses identified in the Australian Business Register.<sup>9</sup>

#	Action	2021-22	2022-23	2023-24	2024-25
a	Support the growth of a thriving and connected business network.				
b	Work with stakeholders on projects that unlock the potential of the hinterland.				
c	Develop advocacy documents that support the need for job creation enabling infrastructure such as high speed broadband services and recycled water infrastructure.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Provide support to business regarding COVID restrictions and recovery measures
- Provide support for businesses such as; the Business Concierge program; the Surf Coast Business Collective communications; and the Inspired by Surf Coast buy-local campaign
- Work with Barwon Water to complete Recycled Water Feasibility Study
- Identify local road connectors whose upgrade will have the greatest impact on freight and industrial transport connections.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Develop campaigns to promote the benefits of remote working from the Surf Coast
- Progress the delivery of high speed internet to support co-working, professionals and home-based businesses
- Provide services that support business expansion and retention in the Surf Coast
- Ensure adequately zoned land to cater for local business scale up, job creation requirements in our townships and the evolving needs of our emerging industries and businesses
- Lobby State and Federal Government for funding for upgrades of key local road freight and industrial transport connections
- Review Road Network Plan including considerations for key freight and industrial transport connections in assessment criteria.

## STRATEGY 15

Foster an environment that enables businesses to operate according to ethical, social and sustainable principles.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Activities undertaken to strengthen values led business initiatives; and major event organisers such as Rip Curl Pro demonstrate environmental leadership and best practice in sustainable event delivery.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Grow our reputation as an economy that has strong environmental and ethical values.				
b	Increase positive environmental outcomes relating to major events.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- 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
- Reduce waste to landfill associated with major events such as the Rip Curl Pro.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Share and celebrate examples of businesses setting new standards in social, ethical, corporate and environmental responsibility
- Identify opportunities to reduce commercial waste and emissions to address the climate emergency
- Support tourism opportunities that deliver a quality, low impact, year-round experience.

## STRATEGY 16

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

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

The impact of the delivery of the Cultural Facility and Library Project in relation to liveability attributes<sup>10</sup>; and level of visitation of cultural attraction.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Provide resources directly or assistance to access resources such as funding, spaces and training.	Dark Blue	Light Blue	Dark Blue	Dark Blue
b	Remove barriers and make it easier for people to develop and implement their ideas.	Light Blue	Dark Blue	Dark Blue	Dark Blue
c	Showcase our community's talents, resourcefulness and success stories to inspire others.	Dark Blue	Dark Blue	Light Blue	Dark Blue

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Review Council's annual Arts Development Grants
- Refresh of our community and volunteer training schedule
- Deliver our Local Legends program to showcase inspiring figures in our community.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Develop policy position that guides public art provision as a part of the design process of social infrastructure projects
- Explore opportunities for community to lead more projects
- Improve connections between state and regional funding opportunities
- Strengthen connections with Geelong Community Foundation
- Create a brokerage service for groups seeking funding to connect them with philanthropic and government grants and programs.

## STRATEGY 17

Increase support for creative industries and arts

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Increase in the spaces available for creative cultural collaboration; and the growth in businesses in the creative industry sector.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Implement Goal 3 of the Economic Development Strategy 2021-31 - A destination of choice for emerging and innovative industries.				
b	Develop, implement and monitor a new Creative Places Strategy to guide Council's support for creative arts.				
c	Pursue a flagship cultural and library facility for the Surf Coast.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Participate in Geelong Design Week to support the creative sector
- Profile creative sector businesses on the Surf Coast
- A new Creative Places Strategy is adopted to guide Council's support for creative arts
- Progress the concept plan, business case and funding strategy for the Cultural and Library Facility.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Evaluate our involvement in Geelong Design Week and if effective seeking greater participation
- Deliver and monitor progress and impact of Creative Places Strategy
- Progress planning and delivery of Cultural and Library Facility.



## STRATEGY 18

Establish a sustainable financial position.

## KEY INDICATORS

**Measures that we'll keep an eye on to understand how we are tracking ...**

Unallocated cash result greater than or equal to zero and total benefit and saving accumulated through Business Improvement Program.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Identify opportunities to attract additional non-rate revenue.				
b	Seek to include social and sustainable considerations in the development of a collaborative procurement policy and value of collaborative purchases.				
c	Prioritise the ongoing review of service delivery programs.				
d	Establish a policy to guide decision-making on how Council assets are retired, transferred, divested, and consolidated.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we've taken to ...**

- Establish policy to provide avenues for philanthropic and community based contributions to support program and projects
- Review Procurement Policy in line with LGA 2020
- Develop a policy position based on viability of use and utilisation to guide decision-making on how Council assets are retired, transferred, divested and consolidated.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Understand financial and asset management implications of Social Infrastructure Plan
- Develop a framework to guide decision-making and investment on the development of new services, new facilities and new spend
- Bring reports to Council identifying assets which could be retired, transferred, divested or consolidated.

## STRATEGY 19

Improve Council’s credibility as a trusted decision maker through meaningful engagement.

## KEY INDICATORS

**Measures that we’ll keep an eye on to understand how we are tracking ...**

Directly measure how people involved in our engagement rate if we are achieving the goal i.e. that decision making is informed by community views<sup>11</sup>.

#	Action	2021-22	2022-23	2023-24	2024-25
a	Develop and apply a new approach to Communications and Engagement Strategy to reflect local and societal trends.				
b	Build the organisation’s capability in effective 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.				

## KEY Y1 DELIVERABLES

**At the end of the financial year 2022, we will report the steps we’ve taken to ...**

- A new Communications and Engagement Strategy is adopted
- A staff training program developed and delivery has commenced
- Identify the opportunities and constraints for further deliberative engagement processes to inform Council’s major strategic challenges
- Evaluate the People Place Future Community Panel initiative and report this to Council and the community.

## FUTURE WORK

**Further work to be developed in years 2-4 ...**

- Feasibility assessment of a Council App or other accessible digital platform completed and findings shared with community.
- Further training and staff capability building initiatives
- Monitoring of Communications and Engagement Strategy implementation and effectiveness
- Trial of new communications and engagement methods
- Significant deliberative engagement initiatives
- A recall or refresh of the People Place Future Community Panel.

## References

The development of this Monitoring and Evaluation Framework draw on the following sources.

Friedmann, M. (2015) *Trying hard isn't good enough – How to Produce Measureable Improvement for Customers and Communities*; Parse Publishing .

Knowlton, L. & Phillips, C. (2013) *The Logic Model Guidebook. Better Strategies for Great Results*. Second Edition. Sage Publications. Retrieved via <https://www.betterevaluation.org/en> 14 July 2021

PlaceScore (2021) Liveability Platform Report retrieved via <https://lp.placescore.org> 12 march 2021

## Endnotes

1. Liveability Priorities are the aspects of our neighbourhoods and towns that are important to people but are currently underperforming. While the majority of place dimensions and place attributes that community members were surveyed on in Feb-March 2021 relate to Social Infrastructure and Open Space Planning, four were identified as Livability Priorities, ie, attributes which if improved will make the greatest difference to our community. While, as part of monitoring and evaluation framework, we plan to keep an eye on all of the interacting place dimensions and attributes, we will reference place strategy-aligned, liveability priority place attributes. Including the 'general condition of public open space' (CF 56% #4; PX 7.3 #24), the 'quality of public space' (CF 52% #5; PX 7.3 #22), the 'amount of public space' (CF 47% #6; PX 7.6 #18) and 'access to shared community and commercial assets' (CF 40% #12; PX 6.3 #41).
2. To be developed in the first year, indicators establishing a baseline for program impact relating to one priority health issue, ie, mental health, family violence, alcohol and other drugs, disability, family and aged services. Aspects of awareness, reach, participation, etc. will be considered in the impact evaluation design.
3. As described above there are a number of interconnected attributes relating to the network and connectivity of transport infrastructure. We'll keep an eye on and report back on Liveability Priority 'walking/jogging /bike paths that connect housing to community amenity' (CF 55% #3; PX 7.3 #23) and Secondary Liveability Priority 'access safety of walking, cycling and/or public transport' (CF 40% #12; PX 6.8 #34).
4. Neighbourhood strengths 'elements of natural environment (natural features, views, vegetation, topography, water, wildlife, etc.)' (CF 66% #2; PX 8.7 #1), and 'landscaping and natural elements (Street trees, planting, water features, etc.) (CF43% #10; PX 7.6 #19), as well as Liveability Priority 'protection of natural environment' (CF 70% #1; PX 6.9 #32)
5. We'll also keep an eye on Liveability Priority 'sustainable behaviours in the community (water management, solar panels, recycling, etc.)' (CF 46% #7; PX 6.7 #45).
6. We'll monitor neighbourhood strengths 'sense of neighbourhood safety (from crime, traffic, pollution etc.) (CF 46% #7; PX 7.7 #11). As well as 'community spirit/resilience (to external impacts, bush fires, pandemics, storms, economic downturns etc.) (CF 36% #16; PX 7.9 #6) and 'sense of connection to/feeling support from neighbours or community (CF 36% #16; PX 7.7 #17).

## Endnotes (continued)

7. While sense of township or neighborhood character is contributed by a range of place attributes, we'll keep an eye on 'sense of character or identity that is different from other neighbourhoods (CF 46% #7; PX 7.8 #10) and 'overall visual character of the neighbourhood (CF 37% #15; PX 8.3 #2).

8. In addition to housing affordability and key worker data, we'll also monitor place attributes 'range of housing prices and tenures to buy or rent' and 'range of housing types and sizes (houses, terraces, flats, number of bedrooms, etc.)' in which, compared to the Australian National Benchmark, Surf Coast Shire is under performing on by -1.4 and -0.7 respectively.

9. In addition we will also keep an eye on 'locally owned and operated businesses' (CF 38% #14; PX 7.8 #8), 'local business provide for daily needs' (CF 41% #11; PX 7.7 #13), 'access to neighbourhood amenities (cafes, shops, health and wellness services, etc.)' (CF 32% #23; PX 7.7 #13), 'access to shared community and commercial assets (library, bike/car share, sport facilities/gyms etc.) (CF 40% #12; PX 6.3 #41). As well as Secondary Liveability Priority 'local employment opportunities' (CF 28% #24; PX 5.1 #49) and 'connectivity to other neighbourhoods, ie, employment centres, shops, etc. (CF 22%; PX 7.7 (#15).

10. Compared to the Australian National Benchmark, the Surf Cost Shire is over performing on 'Cultural and/or artistic community' (+1.2). (CF 24% #28; PX 7.0; #30)

11. We will establish an indicator to measure whether people involved in our engagement feel decision making is informed by community views. We'll also cross reference with Local Government performance and Reporting Framework measure 'Community satisfaction with community consultation and engagement' and 'Community satisfaction with council decisions'.

Note regarding the Australian National Benchmarks referred to above. The 25 August Benchmark has been establish through data collected as part of the 2021 Australian Liveability Census which has been delivered by Place Score with funding from the federal government Department of Industry, Science, Energy and Resources. For more information <https://www.placescore.org/liveability-census/>