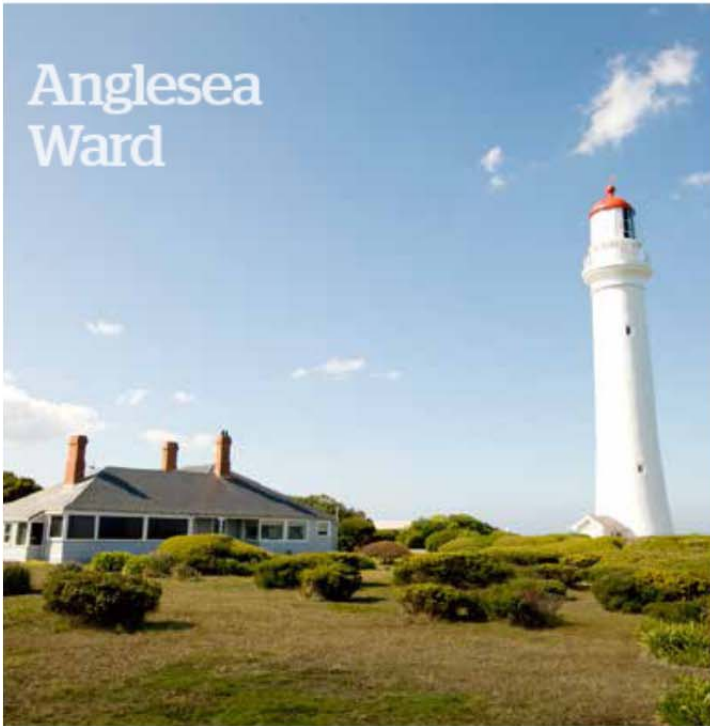


Council Plan 2013 – 2017

September year-to-date progress report for 2015 - 2016

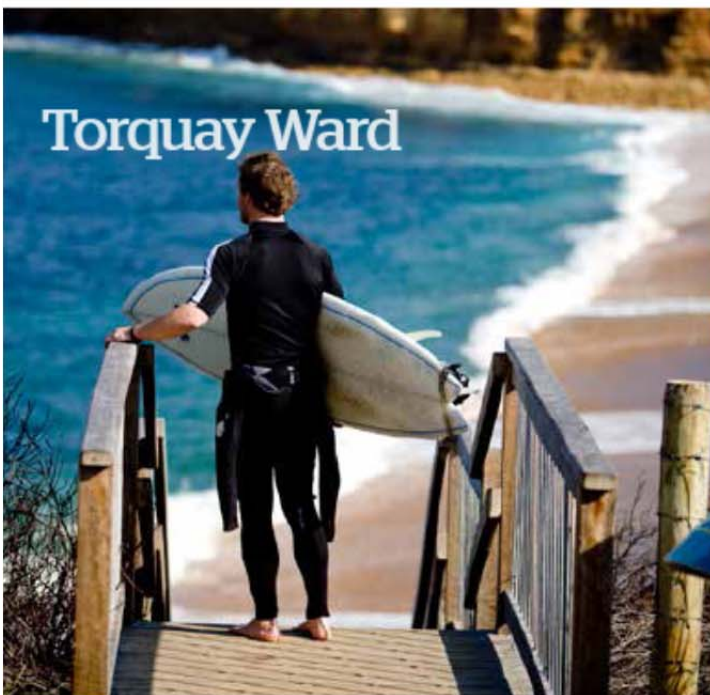
Anglesea
Ward



Lorne Ward



Torquay Ward



Winchelsea Ward



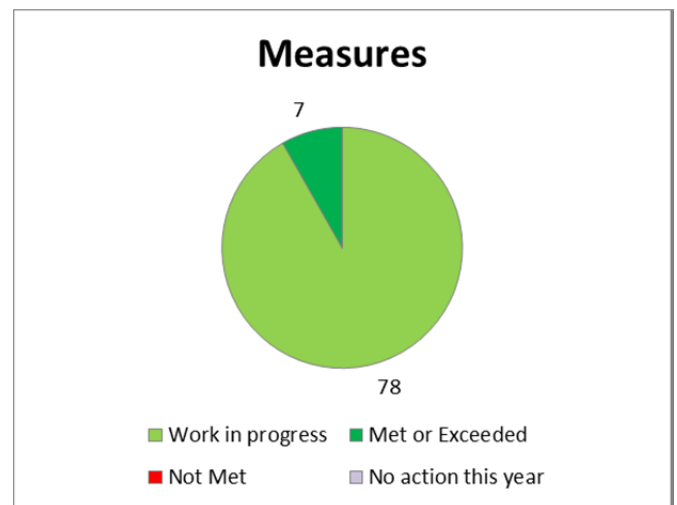
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Executive Summary

Corporate Dashboard

September year-to-date progress report 2015 - 2016



Status indicator	Work in progress	Met or exceeded	Not met No further action	No action planned 2015 -16	Total
Strategies	87	12	1	2	102
Measures	78	7	0	0	85

Note: - Duplicate measure 1.4.1 removed from above table & graphs adjusted accordingly.

Quarterly progress for strategies and measures

Themes & Objective	Strategies				Measures			
Environment								
1.1 Preserve and enhance the natural environment	4				4			
1.2 Pursue alternative energies	2				2			
1.3 Leadership in innovative environmental practices	5				4			
1.4 Protect public open space and green belts	1				1			
Governance								
2.1 Robust risk management framework and processes	4				4			
2.2 High performing accountable organisation	2	3			10			
2.3 Long term financial viability	2				2			
2.4 Transparency in decision making and access to information	5				4			
2.5 Enhanced community engagement	8					2		
2.6 Advocate on behalf of our community	4				4			
Community								
3.1 Communities that plan for, and recover from, disasters.	5				4			
3.2 Quality services allocated according to need	5				2	1		
3.3 Preservation of peaceful, safe and healthy environments	5	1			5			
3.4 Building leadership and skills within the community	2	1			3			
Infrastructure								
4.1 Allocation of infrastructure according to need	2	1			1			
4.2 Accessible and well maintained Council facilities	6				5			
4.3 Enhance key rural and coastal roads, and transport options	6		1		5			
Development & growth								
5.1 Protect productive farmland and support rural business	4			1	3			
5.2 Encourage sustainable economic development and growth	4			1	4	3		
5.3 Develop and grow sustainable year round tourism	5	5			7	1		
5.4 Transparent and responsive land use and strategic planning	6	1			4			
TOTAL	87	12	1	2	78	7		

Notes: Numbers in above table represent the number of strategies or measures by status

Legend

Work in progress	Met or exceeded	Not met	No action planned 2015 -16

Comments where actions for strategies identified as “not met”

No.	Strategy	Action	Comment
1.	4.3.5 Identify a corridor of land for a potential future heavy vehicle by-pass for Winchelsea.	4.3.5.1 Consider broader issue of by-pass as part for Growing Winchelsea project	Growing Winchelsea project did not identify the need for a by-pass road. No further action planned on this action.

Comments where actions for strategies identified as “No action planned 2015 - 2016”




No.	Strategy	Action	Comment
1.	5.1.2 Work with local businesses	5.1.2.2 Undertake a commercial feasibility analysis of a variety of farming types	Scheduled for action in 2016 - 2017
2.	5.2.5 Conduct an economic impact study of Armstrong Creek development on Surf Coast Shire.	5.2.5.1 To be completed in 2016/2017	Scheduled for action in 2016 – 2017

Quarterly progress by theme, objective, strategy and action with officer comments


Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
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Strategies




Quarterly progress by theme, objective, strategy and action with officer comments

Environment							
1.1 Preserve and enhance the natural environment	1.1.1 Review our Environmental Strategy (2006)	1.1.1.1 Complete high level "strategic land use planning map" integrated with economic development and planning and development					Awaiting funding for Rural Hinterland Strategy from State Government to provide the final input to the strategic map. Environmental Leadership program also under development for the Shire.
	1.1.2 Improve pest, plant and animal management as a priority.	1.1.2.1 Implement expanded pest plant and animals work plan, weed matrix and new Council Pest Plant and Animal Action Plan					Commenced implementation of the Spring component of our PPA work plan on rural roadsides to support the State Government's serrated tussock control line. Cape Tulip Program commenced on roadsides and Council owned/managed land in the Winchelsea area. Council and CCMA hosted a successful rabbit information day at Barwon Park Mansion. Spring rabbit control program underway in nature/ recreation reserves.
	1.1.3 Protect and enhance biodiversity in Nature Reserves	1.1.3.1 Deliver nature reserve works plans in collaboration with community groups					"Work included revegetated weedy areas of Deep Creek Nature Reserve with the backing of Friends of Deep Creek; planted indigenous understorey plants back into Ocean Acres Nature Reserve




Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							with Torquay Landcare; planted indigenous plants in Spring Creek Nature Reserve with Torquay Landcare, Quiksilver, Bunnings and Bomboras Furniture and collaborated with ANGAIR on weed control in Edna Bowman, Lookout and Painkalac Creek Nature Reserves"
	1.1.4 Council to continue to advocate to all relevant political parties to extend the current moratorium on fracking to all other unconventional gas exploration and development extraction methods, unless and until there is a clear community mandate to proceed.	1.1.4.1 Implement Council resolutions on unconventional gas including preparation of a Council submission to the Parliamentary Inquiry on Unconventional Gas					Letters sent to Premier & Minister for Energy & Resources as per Council resolution. Council submission prepared for Parliamentary Inquiry Letter of appreciation sent by the Inquiry for Council staff support for Torquay hearings. Update provided to Council on Inquiry's Interim Report. Final Inquiry report due by 1 December 2015.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
1.2 Pursue alternative energies	1.2.1 Investigate the viability (practicality, efficiency, effectiveness) of alternative sources of sustainable power across council owned buildings.	1.2.1.1 Implement Federal Government funding for installation of solar panels on two approved community buildings					Federal grant funding of \$39,200 received, site inspections conducted with AGL Solar (approved installer) and building drawings submitted to AGL. Design phase currently underway.
	1.2.2 Support community programs that aim to make solar power accessible and cost-effective for residents and businesses.	1.2.2.1 Contribute to and provide support to relevant community groups that seek to develop viable business cases for community solar projects					Council briefing & submission prepared for Renewable Energy Roadmap. Meeting held with ReEnergise Geelong to discuss collaboration opportunities. in SCS. Attended Cr Coker's Renewable Energy Summit.
1.3 Leadership in innovative environmental practices	1.3.1 Research, and where feasible deliver opportunities for enhanced organic waste diversion and recycling.	1.3.1.1 Work with Barwon South West Regional Waste Management Group to identify opportunities suitable to our region					Currently working on Regional Action Plan.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
1.3 Leadership in innovative environmental practices continued ...	1.3.2 Develop and implement a Council Plastic Waste Wise policy	1.3.2.1 Continue to support promotion of 'Take 3' campaign to youth as part of Council's annual 'schoolies' program and support the new Plastic Bag Free Torquay community campaign					Various Plastic Bag Free Torquay (PBFT) initiatives supported including funding and media launch of Boomerang Bags, support for plastic free Bell Street Fiesta, co-development of Traders materials about Plastic Wise and advice regarding SCS small grant application for Plastic Trivia tour. Launch of Plastic Wise and BYO H2O scheduled for late November with PBFT & Barwon Water.
		1.3.2.2 Undertake a workshop session on this topic and provide advice to Council on possible actions to be undertaken					ERAP workshop on plastic bags held in 2014/15 and Plastic Wise resolution adopted by Council in November 2014. New Council PlasticWise logo and draft Council Plastic Wise events and markets policy under development. BYO H2O logo and campaign also developed in partnership with GORCC and Barwon Water. Launch of Plastic Wise and BYO H2O being planned.
		1.3.2.3 Develop a Waste Wise Policy					Draft Policy prepared for Council endorsement in November 2015.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
1.3 Leadership in innovative environmental practices continued ...	1.3.3 Drinking water fountains in all town centres to reduce reliance on plastic bottles.	1.3.3.1 Install fountains / water bottle fill points at remaining approved locations in townships					Drinking fountains have been ordered for 2015/16 program. Yet to be installed.
	1.3.4 Develop initiatives with other community groups to enhance sustainable local food production and consumption.	1.3.4.1 Deliver Edible Landscapes and Sustainable Seafood Programs in partnership with relevant businesses and community groups					Invited to present at MAV Future of Local Food Conference in September and showcased SCS Eat Local Month & Local Food Loop phone app as well as SCS Edible Landscapes program. Sponsored Good Fish Fridays with participating Shire restaurants in July, good local media coverage.
	1.3.5 Implement Council's agreed actions in the Anglesea Estuary Management Plan and continue to advocate for delivery of actions by others in the Plan.	1.3.5.1 Coordinate a minimum of four meetings of the Anglesea River Community Working Group and participate in the Anglesea River Estuary Management Plan Implementation Committee.					Continue to hold quarterly working group meetings and attend Implementation Committee meetings with CCMA. Draft acid event response messaging developed. Provided feedback on draft CCMA Acid Event Response Plan.
1.4 Protect public open space and green belts	1.4.1 Review Surf Coast Shire Open Space Strategy.	1.4.1.1 Complete development of a new Open Space Strategy and start to implement					The draft Open Space Strategy 2015-2025 out for public exhibition in Quarter 2 with adoption due shortly after. Implementation of the high priority action items will commence in early 2016.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
Governance							
2.1 Robust risk management framework and processes.	2.1.1 Implement the risk management system.	2.1.1.1 Implement the endorsed Risk Management Framework					Risk Management Framework has been reviewed and an updated matrix developed which will be presented to Councillor briefing in November 2015. Work on developing the top strategic risks is also underway.
	2.1.2 Stocktake of leases, licences and agreements with a risk focus.	2.1.2.1 Develop an integrated lease and license register					Integrated lease and licences register developed.
		2.1.2.2 Conduct risk identification workshops and review of all risks					Work is underway to conduct an emergency management exercise during this year's fire season that will test our Business Continuity Plans.
	2.1.3 Ensure business continuity preparedness.	2.1.3.1 Conduct one business interruption exercise in 2015/2016					First follow up Emergency Management Review audit scheduled with Grant Thornton for 12 October, 2015





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.1 Robust risk management framework and processes continued ...	2.1.4 Continually improve safety in the workplace	2.1.4.1 Maintain Health & Safety accreditation through the successful achievement of follow up audits as part of the AS4801 & ISO18001 process					First follow up audit scheduled for 12 October, 2015
2.2 High performing accountable organisation	2.2.1 Ensure the organisational structure is capable of delivering on the Council Plan	2.2.1.1 Organisational structure capacity will be monitored and adjusted as part of the CEOs objectives					Organisational restructure was completed in 2014-15. Capacity will continue to be monitored and responded to in accordance with relevant business needs.
	2.2.2 Review the Council governance structure.	2.2.2.1 Completed					Checklist and calendar developed for Local Government Act requirements. (Software identified to further develop compliance reporting and a budget case will be resubmitted for 2016 to further enhance this).
	2.2.3 Increase capability in analysing and managing contentious issues.	2.2.3.1 Completed					An issue management procedure has been developed and implemented.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.2 High performing accountable organisation continued ...	2.2.4 Undertake a scheduled program of service reviews aimed at improving efficiency and effectiveness in service delivery in accordance with agreed principles.	2.2.4.1 Develop and implement an ongoing program of service reviews					Business Improvement program has been approved, including a set of guiding principles. Reviews have commenced with six underway.
	2.2.5 Make better use of MAV / VLGA and other peak bodies to progress issues of interest to the Surf Coast community.	2.2.5.1 Implement an advocacy program to outline opportunities to effectively collaborate with State and Federal governments					In September Council resolved on two motions to put to the MAV State Council meeting in October, focusing on renewable energy targets and rate capping implementation. Council also committed to support the national and Victorian campaigns to restore the indexation of Federal Assistance Grants. Council continues to develop a shortlist of advocacy priorities for future Federal and State elections.
2.3 Long term financial viability	2.3.1 Identify and pursue new sustainable revenue sources to address the imbalance between rate and non-rate revenue sources.	2.3.1.1 Prepare a report on alternative revenue streams					Initial meeting between revenue and accounting departments has occurred. Tasks have been identified and allocated. Aiming for March completion (post LTFP and Budget).
	2.3.2 Annual update of strategic resource plan.	2.3.2.1 Update Strategic Resource Plan by 30 June					Will be completed in conjunction with 2016/17 annual budget





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.4 Transparency in decision making and access to information	2.4.1 Communicate decisions clearly and in a timely manner.	2.4.1.1 Publish the Council Agenda and Minutes on the Council website within specified timeframes					Council's Agendas and Minutes have been published on the Council website within the specified time frames.
	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels.	2.4.2.1 Redesign monthly financial report					Will be driven by the Long Term Financial Plan design (LTFP due to be completed in Nov 15)
		2.4.2.2 Provide all available programs on the website					Majority of program information is available on the website. Work underway to improve accessibility and increase understanding of the information. Site Improve software has identified more than 50 content and link issues that have been repaired during the quarter.
		2.4.2.3 Communicate Council decisions through multiple channels including print and social media releases and Council publications					Council decisions communicated through multiple channels including print and social media, website and Council publications. Examples include Exhibition of Draft Aireys Inlet to Eastern View Structure Plan, several Planning Scheme Amendments, Bells Beach Coastal Management Plan final stages and fire hazard tree removal on the Great Ocean Road.


Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.4 Transparency in decision making and access to information continued ...	2.4.3 Ensure decision-making is as transparent as possible.	2.4.3.1 Communicate information via multiple channels with an emphasis on high quality publications and increasing use of digital channels such as the website and social media					Publications continue to be produced for many Council business units at a high standard. Examples include "Draft Bells Coastal Management Plan", "Testing the Water" collateral and "Landscaping Your Surf Coast Garden for Bushfire". School Holiday Programs, the Good Fish Project, Events Grant funding round, the Art Calendar Exhibition and Seniors Week were examples of social media communication this quarter
		2.4.3.2 Publish the Council Agenda and Minutes on the Council website within 48 hours of Council meeting					All Council Agendas and Minutes are published within 48 hours of a Council meeting.
	2.4.4 Ensure Council meetings are held across the Shire.	2.4.4.1 Hold three Council meetings outside Torquay					The first Council meeting for the financial year that was held outside of Torquay was held at Aireys Inlet in July 2015. The next Council meeting is to be held at Winchelsea in November 2015 and the third and fourth ones are scheduled for Lorne in March 2016 and Anglesea in June 2016.
2.4 Transparency in decision making and access to information	2.4.5 Build on existing constructive relationships with the media.	2.4.5.1 Respond to media enquiries within one business day. Issue media releases					Strong relationships continue to be fostered with key media outlets through projects such as Testing the Water




Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
continued ...		weekly. Foster relationships with key media outlets.					Campaign. All media enquiries responded to in one business day.
2.5 Enhanced community engagement	2.5.1 Implement and report on Council's Community Engagement Strategy	2.5.1.1 Collate information about upcoming communications and community engagement activities.					Communication and engagement calendar collated and shared with business units to guide engagement planning.
		2.5.1.2 Create a corporate toolkit to assist in the delivery of communications and community engagement activities from all parts of the organisation.					Review of templates has been completed. Toolkit development commenced.
	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them.	2.5.2.1 Develop and implement project plans which include community engagement and communications plans for key projects					Communication and community engagement plans developed for key projects. Examples include Testing the water, Spring Creek Community Panel and the Business Improvement program. Communication and engagement planning is integrated in the work of the Program Management Office for all projects.
		2.5.2.2 Coordinate Council's community engagement					Coordinating Council's community engagement is underway. Engagement calendar developed to improve planning of engagement



Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		2.5.2.3 Review the Council's existing web-based engagement tool					<p>activities. See Action 2.5.2.3</p> <p>A review has been conducted of Council's existing web based engagement tool. This review included input from a range of business unites who have used the tool. A contractor brief has been developed based on this review for the purpose of improving Council's web based tool for the remainder of the year.</p>




Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.5 Enhanced community engagement continued ...	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them continued ...	2.5.2.4 Establish an ongoing community consultative group.					Community consultative group engaged on planning and design for future growth in land within 1km west of Duffields Road in Torquay. The 32-member panel comprised half randomly selected residents and half from land owners and community groups provided advice on how urban growth in the precinct can be designed in a manner that is in balance with the surrounding environment. Work commenced on how Council can best establish an ongoing consultative group.
	2.5.3 Provide support to Councillors to actively engage with the community.	2.5.3.1 Review communication protocols/ processes and continue to update Councillors on upcoming community events and engagement opportunities					Councillors continue to be updated on upcoming community events and engagement opportunities through the weekly Councillor Digest and via Councillor calendars. The communication processes and protocols have been strengthened through cross organisation collaboration.
		2.5.3.2 Invite all Councillors to Surf Coast Shire Council events					Standard procedure is to invite Councillors to all Council-initiated events.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.5 Enhanced community engagement continued ...	2.5.4 Build strong relationships with community interest groups.	2.5.4.1 Continue to work with community groups and enable presentation to Council as required					<p>Community members and groups continue to present to Council. Formal opportunities include:</p> <p>Council meetings held on 23/06/2015, 28/07/2015, 25/08/2015, 15/09/2015, 22/09/2015</p> <p>Hearing of submission 8/9/2015 - Planning Application OA2552 - Amended Permit for Landscape Garden Supplies 330 Grossmans Road, Bellbrae</p> <p>Other opportunities include;</p> <p>Meetings of the Bells Beach Taskforce</p> <p>Meetings of the Aquatic and Leisure Taskforce</p> <p>Spring Creek Community Panel</p> <p>All Abilities Advisory Committee</p> <p>Environment and Rural Advisory Panel</p>
	2.5.5 Committed community interface by all Councillors across the Shire.	2.5.5.1 Invite all Councillors to Surf Coast Shire Council events					Councillors were invited to Council events and events of interest to our community via invitation in Councillor diaries.






Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.5 Enhanced community engagement continued ...	2.5.6 Report current community engagement activities (and opportunities) to Council.	2.5.6.1 Advise Council of community engagement activities					Councillors advised of community engagement activities via Councillor Digest, calendar invitations, direct emails and officer conversations. This includes Council lead and other agency lead engagement. Examples include: Testing the Water, Bells Beach Coastal Management Plan, Future of Anglesea's Alcoa, Parliamentary Inquiry to Unconventional Gas and Parliamentary Inquiry into Rate Capping
	2.5.7 Define the Surf Coast image and brand	2.5.7.1 Undertake research to understand the Surf Coast Shire Council identity to communicate and engage in a way that meets community expectations.					Yet to commence.
	2.5.8 Articulate the core principles that underpin how we work with the community and other stakeholders	2.5.8.1 Core beliefs include: Trustworthy, Responsive, Simple, Progressive.					Core beliefs that have been adopted in the Communication and Community Engagement Strategy have guided our work in quarter 1. Examples include Testing the Water campaign has strived to make a very complex issue simple, Council has responded to over 1,000 online and email submissions





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							with 3 working days and the campaign is progressive through the use of video and online submissions.
2.6 Advocate on behalf of our community	2.6.1 Develop an advocacy agenda and priorities and regularly update these	2.6.1.1 Conduct at least 10 meetings per year with State and Federal members					Mayor and CEO held 3 meetings with State and Federal Members during the quarter. Mayor, Councillors and senior staff attended and engaged in the discussion at the G21 Forum during the quarter. Speakers included Federal Leader of the Labor party, Federal Leader of the Greens, Federal Environment Minister, Federal Members for Corangamite along with senior non-government organisation and business leaders.
		2.6.1.2 Identify Councils advocacy priorities.					An advocacy priority short list has been established from meetings of Councillors and officers. More work is required in quarter 2 to finalise the advocacy priorities.
		2.6.1.3 Develop and implement actions plans for each priority					This will commence in quarter 2 when advocacy priorities are confirmed.
		2.6.1.4 Ensure representation at all G21 board meetings					Surf Coast attendance at all G21 Board meetings.






Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.6 Advocate on behalf of our community continued ...	2.6.1 Develop an advocacy agenda and priorities and regularly update these continued ...	2.6.1.5 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework					Council's Advocacy Plan development well advanced.
	2.6.2 Identify and build strong strategic relationships at the local, regional, state and national levels.	2.6.2.1 Identify key partners based on importance and quality of relationship					Council continues to draw on an analysis of key relationships conducted earlier in 2015. Updates have been made where applicable, the best example being the changing State Parliament representation in the Polwarth electorate.
		2.6.2.2 Map out a relationship action plan					This work is yet to commence.
		2.6.2.3 Identify key third parties and assign a relationship manager					This is yet to be formalised.
	2.6.3 Influence decision makers to secure positive outcomes for the community	2.6.3.1 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework					Council's Advocacy Plan development well advanced.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
2.6 Advocate on behalf of our community continued ...	2.6.4 Build trust and confidence in Council's advocacy efforts.	2.6.4.1 Share appropriate information of Council's advocacy program with community					The approach at this point is different depending on the topic. Council has communicated its advocacy efforts and plans in areas such as renewable energy, unconventional gas, Federal Assistance Grants, rate capping, Growing Winchelsea, Creative Industries Victoria Strategy.
		2.6.4.2 Share and celebrate successes with community members					The most notable example was the celebration of the purchase of Bob Pettitt Reserve from the State Government.
		2.6.4.3 Continue the conversation with community about need and aspiration					Examples from the quarter include Testing the Water, Spring Creek Community Panel, the future of Alcoa and Anglesea, Bells Beach Coastal Management Plan.
3.1 Communities that plan for, and recover from, disasters	3.1.1 Dedicate resources to provide effective and efficient planning for management of, and recovery from, disasters.	3.1.1.1 Allocate resources to enable the effective and efficient planning for management of, and recovery from, disasters					The annual emergency management council staff training program was completed in September. The multi-agency, multi-council Emergency Relief Centre exercise is scheduled for December 2015.



Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
3.1 Communities that plan for, and recover from, disasters continued ...	3.1.2 Establish and maintain working relationships with emergency services and relevant stakeholders to ensure preparedness in the event of an emergency.	3.1.2.1 Conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings					The Municipal Emergency Management Planning Committee meets quarterly with additional meetings as required. The first meeting for the year was held 4 August 2015.
	3.1.3 Continue to undertake Community Emergency Risk Assessment (CERA).	3.1.3.1 Develop relevant emergency sub plans based on identified risks in the CERA					The Municipal Fire Plan is currently under development with the draft due for completion by 30 June 2016
	3.1.4 Incorporate, where appropriate, the 2009 Bushfire Royal Commission recommendations.	3.1.4.1 Undertake an annual audit of Victorian Bushfire Royal Commission recommendations and implement where appropriated					Due to commence in December 2015.
	3.1.5 Continue to deliver programs to reduce excessive bushfire fuels in high risks areas, for example the Weeds to Mulch program	3.1.5.1 Deliver ongoing fuel reduction programs with the community in strategic areas identified by the Municipal Fire Management Planning Committee					A number of fuel reduction programs have been completed, including; 110 properties in Fairhaven and critical hazard tree removal on the Great Ocean Road in Aireys Inlet.
3.2 Quality services allocated according to need	3.2.1 Determine appropriate mechanisms to assess service need.	3.2.1.1 Develop and implement an ongoing program of service reviews					Business Improvement program has been approved, including a set of guiding principles. Reviews have commenced with six underway.




Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
3.2 Quality services allocated according to need continued ...	3.2.2 Determine the best method to meet residents' home and community care needs in light of national aged care reform	3.2.2.1 Develop a health and wellbeing profile and related service map for Anglesea					Planning and consultation has provided baseline data that will be used to inform the profile which is due for completion by the end of the calendar year
	3.2.3 Implement key community services strategies including Access & Inclusion Positive Ageing, Early Years and Youth.	3.2.3.1 Implement year 1 actions from the Positive Ageing Strategy and Early Years and Youth Strategy					Action plans completed and implementation of activity has commenced for year one of the strategies
	3.2.4 Ensure high quality community services are provided	3.2.4.1 Participate in quality assessment and rating visits and implement improvement action plans					Implementation of actions from previous audits continue but no new external assessments will take place until Quarter 2 onwards (note that the timings are dictated by funding agencies and not Council)
	3.2.5 Support volunteers who assist in the delivery of council services	3.2.5.1 New Volunteer support systems will be implemented by the Volunteer Support Officer throughout 15/16					Liaised with volunteer supervisors to develop and maintain a volunteer register, ensuring compliance with mandatory skills or qualifications such as police checks and/or working with children checks. Created and maintained electronic volunteer personnel records. Developed and implemented a consistent process for the engagement of volunteers






Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							including an online volunteers application process. Redeveloped the volunteers area of the Surf Coast Shire web page. Developed an internal volunteers steering committee as well as well as establishing organisational policies relating to volunteers. Created the volunteer handbook for all new and existing volunteers to provide them with the required information needed to complete their role with Council.
3.3 Preservation of peaceful, safe and healthy environments	3.3.1 Monitor and enforce where required relevant legislation to ensure a safe and peaceful community including residential amenity, safety in public places and community liveability.	3.3.1.1 Ensure Local Law No. 1 Community Amenity is consistent with the Local Government Act and relevant legislation					Local Law No 1 Community and Amenity will be reviewed against the Ministers Guidelines for Local Laws which illustrates best practice in the industry. The review will commence in February 2016 and be completed by 30 June 2016.
	3.3.2 Continue to drive and dedicate resources to Community Impact Advisory Committees (CIAC) to manage events throughout the Shire that impact on communities.	3.3.2.1 CIAC meetings held in Torquay, Anglesea and Lorne.					Lorne CIAC held in August & October. Next Anglesea & Torquay CIAC are in November 2015





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
3.3 Preservation of peaceful, safe and healthy environments continued ...	3.3.3 Strong limitations on gaming machines.	3.3.3.1 Completed					An application for increased gaming machines was reported to Council during 2013 – 2014. Council decision to oppose additional machines at Torquay Hotel overturned by the Victorian Commission for Gambling and Liquor Regulation (VCGLR). Council has requested review of gaming policy in future.
	3.3.4 Support a wide-range of community groups to improve community wellbeing	3.3.4.1 Co-ordinate network meetings for Community Houses and work to establish a network for Men's Sheds					Quarterly meetings with community houses are in place and the next network meeting will be held in November. There are six monthly meetings for the Heads of Mens Shed and the next one will be held in March 2016.
	3.3.5 Annual monitoring and evaluation of the G21 Regional Health and Wellbeing Plan and Surf Coast Shire sub plan.	3.3.5.1 Prioritise and implement local and regional health and wellbeing plan actions including recommendations from the Winchelsea health and wellbeing project					Work continuing and actions from the Health and Wellbeing Plan are being implemented.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
3.3 Preservation of peaceful, safe and healthy environments continued ...	3.3.5 Annual monitoring and evaluation of the G21 Regional Health and Wellbeing Plan and Surf Coast Shire sub plan continued ...	3.3.5.2 Report to G21 and Council on the progress of implementation of the Surf Coast Shire Health and Wellbeing Plan					Quarterly reports prepared and submitted to Council. Midway report provided to G21 earlier in 2015.
	3.3.6 Maintain, enhance and develop community and recreational facilities to improve community wellbeing.	3.3.6.1 Deliver community and recreational facilities as outlined in Council budget					Projects being delivered according to capital works plan
3.4 Building leadership and skills within the community	3.4.1 Support people to build their community leadership and develop their skills.	3.4.1.1 Redevelop and implement Council's community leadership program					The redeveloped Council community leadership program was delivered in the previous quarter. An in house evaluation has been held this quarter and planning commenced for the next program.
	3.4.2 Support people to participate in community life	3.4.2.1 Redevelop Council's community leadership program					The redeveloped Council community leadership program was delivered in the previous quarter.
	3.4.3 Provide funding opportunities to groups to improve and strengthen their communities.	3.4.3.1 Release an annual grants program in September					The small grants program opened in August 2015. A report will be presented to Council in November. The Event Grant Program opened in September.






Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
4.1 Allocation of infrastructure according to need	4.1.1 Perform an infrastructure needs assessment to provide clarity to the community on how a fair distribution of infrastructure will be achieved.	4.1.1.1 Deliver the community facility mapping project to assess use of each facility					The Community Buildings Study 2014-15 Report was received and noted at the 25 August Council meeting. This study included use audits of around 80 Council owned and/or managed community buildings. Council adopted the five recommendations contained in the Study and noted that a progress report will be provided in 12 months' time.
	4.1.2 Utilisation of community demographics to prioritise future infrastructure needs.	4.1.2.1 Deliver Growing Winchelsea project					To be referred to 2016/17 Capital works planning process
	4.1.3 Develop an improved approach to service planning that identifies long-term future infrastructure requirements and actions	4.1.3.1 Implement infrastructure priority actions from the Winchelsea Health and Wellbeing Plan					Priority actions for the Winchelsea Health and Wellbeing Plan have been implemented with key contacts and resources identified for ongoing sustainability of programs on completion of the project. A report is being provided to Council on the progress of this plan
4.2 Accessible and well maintained Council facilities	4.2.1 Ongoing review of maintenance service levels.	4.2.1.1 Review Building Maintenance Service Level Agreement					Service levels review completed. Alignment within Customer Request Module (CRM) authority in progress.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
4.2 Accessible and well maintained Council facilities continued ...	4.2.2 Review of master plans to determine deficiencies.	4.2.2.1 Deliver Torquay Town Centre, Growing Winchelsea and Aireys Inlet Structure Plans					Growing Winchelsea Structure Plan completed in May 2015. Aireys Inlet Structure Plan in draft to be considered by Council November 2015. Torquay CBD project waiting for state funding.
		4.2.2.2 Continue to implement the next stages of the Community and Civic Precinct Master Plan					Work in progress to design and construct play and skate zone (Djila Tjarri), second oval (Grenville Oval). Work in progress to undertake feasibility study and prepare concept plan for indoor stadium.
	4.2.3 Ensure building codes are followed and improve accessibility.	4.2.3.1 Undertake Accessibility Audits					Audits have commenced. All public halls have been completed and funds allocated in the 2015/16 financial year to continue the audit program.
	4.2.4 Maximise usage of Council buildings	4.2.4.1 Start to implement actions from the Community Buildings Study					The Community Buildings Study 2014-15 Report included 5 recommendations adopted by Council. Year 1 Actions have commenced through Action 5 "Information Resources", which is to utilise community buildings use audit data strategically for plans, projects and other Council work. Other year 1 actions are proposed to commence in the next quarter, including the formation of a Community Buildings Review







Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							team and the development of a policy framework.
	4.2.5 Undertake planning for future emerging recreation facilities including Hockey facilities within the Shire.	4.2.5.1 Implement Council's resolution relating to the Hockey Feasibility Study					The G21 Sport and Recreation Pillar has discussed the Torquay Hockey Study as part of the priority projects. A report update will be provided to Council in December 2015.
	4.2.6 Annual update of interested communities in master-plan priorities	4.2.6.1 Develop a community engagement approach for each new masterplan					Community engagement and stakeholder analysis base level approach is included in the current draft Masterplan Process document which is currently in draft form for discussion.
4.3 Enhance key rural and coastal roads and transport options	4.3.1 Identify and prioritise key coastal/rural arterial road links.	4.3.1.1 Prepare the Surf Coast Shire Road Network Operating Plan.					Local Road Network Management Plan completed.
	4.3.2.1 Undertake a series of advocacy campaigns for - The upgrade and funding roads that have significant traffic issues;	4.3.2.a.1 Lobby VicRoads on upgrades for the installation of traffic signals at the Surf Coast Highway / Beach Road intersection in Torquay.					Black spot funding bid submitted to VicRoads for South Beach Rd intersection which if successful would free up Developer Contributions Money to allocate to Beach Rd. Awaiting advice on this funding bid which is expected by December 2015
		4.3.2.a.2 Lobby VicRoads on upgrades for the upgrade to Anglesea Road between Waurin					VicRoads have started acquisition process but have not confirmed an official position.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		Ponds and Bellbrae.					
		4.3.2.a.3 Lobby VicRoads on upgrades for the upgrade to Great Ocean Road roundabout in Anglesea.					VicRoads has been allocated funding to proceed with this project. Construction planned for 2016/17.
	4.3.2.2 Undertake a series of advocacy campaigns for - The improvement of key external transport links into the Shire; and	4.3.2.b.1 Continue to lobby for identification of transit corridor between Armstrong Creek and Torquay.					Officer level discussions continue.
	4.3.2.3 Undertake a series of advocacy campaigns for - The implementation of the G21 Public Transport Strategy	4.3.c.1 Lobby for the implementation of actions in the G21 Public Transport Strategy					Aspects such as new bus route in Torquay have been implemented.
	4.3.3 Public transport needs assessment with proposed solutions.	4.3.3.1 Lobby for the implementation of actions in the G21 Public Transport Strategy					Aspects such as new bus route in Torquay have been implemented.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
4.3 Enhance key rural and coastal roads and transport options continued ...	4.3.4 Review/update current pathways/cycling strategy.	4.3.4.1 Undertake a desktop review of Councils Pathway Strategy					Desktop review planned to be completed by May 2016
	4.3.5 Identify a corridor of land for a potential future heavy vehicle by-pass for Winchelsea.	4.3.5.1 Consider broader issue of by-pass as part for Growing Winchelsea project					Growing Winchelsea project did not identify the need for a by-pass road. No further action planned on this action.
5.1 Protect productive farmland and support rural business	5.1.1 Work jointly with businesses to support grants for businesses to set up in Surf Coast Shire	5.1.1.1 Provide business support through the Economic development Unit as required.					Responded to approx. 540 requests from businesses in the first quarter.
	5.1.2 Work with local businesses	5.1.2.1 Develop the Rural Hinterland Study.					Stage 1 - Commence building profile of Hinterland started and due to be completed by end of 2015. EOI submitted to RDV for funding for Stage 2 of project
		5.1.2.2 Undertake a commercial feasibility analysis of a variety of farming types					Scheduled for action in 2016 - 2017
	5.1.3 Develop a rural hinterland strategy	5.1.3.1 Develop a map of rural areas including edible landscapes.					This is part of the Rural Hinterland Strategy which is dependent on State Govt. funding not yet granted.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.1 Protect productive farmland and support rural business	5.1.4 Undertake a land use audit of rural land	5.1.4.1 Complete land use audit by December 2015					Survey developed and released to Hinterland database for completion. Advertising Campaign to create awareness currently being undertaken.
	5.1.5 Investigate the development of small recycled water treatment plants for rural communities.	5.1.5.1 Work with Barwon Water to understand the viability of small re-cycled water treatment plants.					No work proposed on this initiative in this quarter.
5.2 Encourage sustainable economic development and growth	5.2.1 Support and grow existing businesses and traders groups in Surf Coast Shire with an emphasis on innovative small and home based business.	5.2.1.1 Attend trader group meetings in Torquay, Anglesea, Aireys Inlet and Winchelsea.					Trader Group meetings attended in Torquay, Anglesea, Aireys Inlet, Lorne and Winchelsea.
	5.2.2 Revise and implement the Surf Coast Shire Economic Development & Tourism Strategy with an increased focus on creating jobs, supporting business and building a year round economy.	5.2.2.1 Complete the revision by June 2016					Revision to commence post work on Hinterland profile being completed.





Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.2 Encourage sustainable economic development and growth continued ...	5.2.3 Support and grow Surf Coast Shire's key industry sectors of Surfing, Tourism, Retail, Agriculture and Construction.	5.2.3.1 Undertake business support activities to strengthen key sectors					Surf Industry Implementation Committee commenced. Tourism Reference Group commenced with first meeting on 21 October. 5 Business Support workshops held attracting over 100 attendees.
	5.2.4 Identify and facilitate opportunities to create employment in Surf Coast Shire's rural hinterland areas with an emphasis on appropriate land use and development.	5.2.4.1 Complete land use audit by December 2015					Land Use profile survey released with profile to be completed by December 2015.
	5.2.5 Conduct an economic impact study of Armstrong Creek development on Surf Coast Shire.	5.2.5.1 To be completed in 2016/ 2017					Scheduled for action in 2016 - 2017
5.3 Develop and grow sustainable year round tourism	5.3.1 Respond to the demand from identified destination marketing and in particular off peak season opportunities (May – December).	5.3.1.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans					Destination Action Plans completed. Staff now working with GORRT to implement Plans for Torquay, Anglesea and Lorne.







Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.3 Develop and grow sustainable year round tourism continued ...	5.3.2 Facilitate product development to enhance the visitor experience and in particular develop off beach products both infrastructure and business.	5.3.2.1 Conduct a tourism experience audit with Great Ocean Road Regional Tourism Ltd					Tourism Experience Audit completed by GORRT particularly focused on product development opportunities in relation to long vehicles exploring opportunities to encourage tour operators to connect with businesses or extend their length of stay
	5.3.3 Improve the promotion of all major events and festivals across Surf Coast Shire.	5.3.3.1 Undertake a review of the marketing and promotion of events in the Surf Coast Shire					Event calendar reviewed with new promotional aspects being worked into grant agreements for event holders.
	5.3.4 Maximise the benefits of all events for community and business.	5.3.4.1 Undertake a review of the marketing and promotion of events in the Surf Coast Shire.					Event calendar reviewed with new promotional aspects being worked into grant agreements for event holders.
	5.3.5 Encourage collaboration with all tourism businesses, associations and Great Ocean Road Tourism.	5.3.5.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans					Destination Action Plans developed for Lorne, Torquay and Anglesea. Plans now being implemented.






Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.3 Develop and grow sustainable year round tourism continued ...	5.3.6 Continue to operate the Visitor Information Centres and create integrated destinations to increase length of stay and expenditure in Surf Coast Shire.	5.3.6.1 Ensure accreditation standards are maintained					The Lorne Visitor Information Centre accreditation has been achieved for this year. The Torquay Visitor Information Centre has submitted all required documentation and is awaiting the physical inspection to finalise the accreditation process. This was postponed due to the recent renovations, and we are waiting on a date to be confirmed by ATAP (Australian Tourism Accreditation Programme).
	5.3.7 Encourage a range of events to support year round tourism	5.3.7.1 Release the Event Grant Program each September.					September round of event grant program released (closed on 12 October 2015).
	5.3.8 Investigate opportunities of expanding the Australian National Surfing Museum experience as an integrated.	5.3.8.1 Undertake an experience study for the Museum.					EOI being developed to secure additional funds from Regional Development Victoria
	5.3.9 Develop signature events program in our townships, outside of peak periods	5.3.9.1 Release updated Event Grant Program guidelines to include signature events					Complete New guidelines developed

Quarterly progress by theme, objective, strategy and action with officer comments

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.3 Develop and grow sustainable year round tourism continued ...	5.3.10 Lead new ways of working with the Great Ocean Road Coastal Committee (GORCC) to maximise resident / visitor benefits	5.3.10.1 Meet at least quarterly with GORCC.					Quarterly meetings held.
5.4 Transparent and responsive land use and strategic planning	5.4.1 Design guidelines that ensure new houses and businesses are energy efficient.	5.4.1.1 Completed					Complete Sustainable Design Guidelines reviewed and maintained and will be reviewed again every 2 years.
	5.4.2 Utilise structure plans and planning processes to encourage a diversity of housing stock across the Shire.	5.4.2.1 Deliver Growing Winchelsea Structure Plan and Place Making project					Project completed
		5.4.2.2 Complete Torquay Town Centre Project					Commencement is subject to State funding expression of interest lodged with the State Government
		5.4.2.3 Provide a report to Council on Affordable Housing.					Report not yet commenced
	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers)	5.4.3.1 Undertake a project that reviews the planning permit system from the customer view point					Work undertaken during 2014/15 on defining customer service for planning permits, further work underway on improving performance and timelines for processing permits and defining business requirements for an IT system

Quarterly progress by theme, objective, strategy and action with officer comments




Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.4 Transparent and responsive land use and strategic planning continued ...	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers) continued ...	5.4.3.2 Implement structure of customer focussed planning project by June 2016.					New staff structure has been implemented
	5.4.4 Work collaboratively with the public and private sectors to increase educational and training opportunities.	5.4.4.1 Develop Economic Development Strategy					To be developed once profile of Rural Hinterland has been finalised.
	5.4.5 Investigate ways Council should be involved in affordable housing with an aspect of growing the economy within the shire.	5.4.5.1 Provide a report to Council on Affordable housing options					Not yet commenced. Scheduled for second half of financial year.
	5.4.6 Maintain a clear rural-landscape separation between settlements to protect landscapes and environmental qualities."	5.4.6.1 Complete structure plans for townships and completed rural hinterland strategy to guide appropriate rural development by June 2016					Rural Hinterland Strategy is dependent on State funding not yet granted.
	5.4.7 Complete a strategic planning framework for land use planning.	5.4.7.1 Deliver strategic framework plan by June 2016					Strategic framework plan is to be delivered via the Rural Hinterland Strategy, which is dependent on State Funding not yet granted.

Quarterly progress by theme and measure with targets and supporting comments



Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
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Measures





Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
Environment							
1.1 Preserve and enhance the natural environment	1.1.1 Council compliance with relevant legislative requirements regarding invasive plants and animals	Target = Roadside Weeds & Rabbit Control Plan implemented including rabbit and / or weed management work undertaken in at least 6 higher conservation reserves: Time frame = by 30 June 2017: Reported = annually					Met with representative of the Department of Economic Development, Jobs, Transport & Resources to discuss the development of our new Roadside Weed & Rabbit Control Plan 2015-17. Weed control of noxious weed species has continued at Bells Beach, Kuarka Dorla, Edna Bowman, Painkalac Creek, Winchelsea Common, Ocean Acres, and Spring Creek Nature Reserves.
	1.1.2 Percentage of high conservation roadsides treated for priority weed species and/or rabbits.	Target = treatment of 80% of 534km of Council's high conservation roadsides each year; Time frame = by 30 June 2017; Reported = annually					To date 30% of high conservation roadsides have been treated for Serrated Tussock, Chilean Needle grass, Texas Needle grass, Wild Watsonia and Cape Tulip.
	1.1.3 Number of high priority actions implemented from the revised Environmental Management Strategy.	Target = 4; Time frame = annually; Reported = annually					Environmental Management Strategy on hold pending development of Environmental Leadership Program currently underway.






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
1.1 Preserve and enhance the natural environment continued ...	1.1.4 The biodiversity scores in the Annual Council Nature Reserve Condition Report are either being maintained or increasing for all Council Nature Reserves.	Scores from 2014/15 are either maintained or increased for each reserve					<p>As well as the revegetation works listed in action 1.1.3.1 that assisted with improved fauna habitat and weed replacement, contractors were used to remove weeds in the following nature reserves:</p> <ul style="list-style-type: none"> • Rice Nature Reserve • Spring Creek Nature Reserve • Bells Beach Surfing Recreation Reserve • Grass Tree Park Nature Reserve • Fairylands Nature Reserve • Painkalac Creek Nature Reserve • Deep Creek Nature Reserve <p>The combined works have ensured that the condition of Council nature reserves has continued to improve. Approximately 40% of the works were undertaken in this quarter.</p>
1.2 Pursue alternative energies	1.2.1 Number of council partnerships with community groups to reduce emissions, explore alternative energy options and/or adapt to climate change.	Target = 3; Time frame = by 30 June 2017; Reported = annually					Council briefing & submission prepared for Renewable Energy Roadmap. Meeting held with ReEnergise Geelong to discuss collaboration opportunities. in SCS. Attended Cr Coker's Renewable Energy Summit.







Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
1.2 Pursue alternative energies continued ...	1.2.2 Number of viable alternative energy opportunities investigated.	Target = 2; Time frame = by 30 June 2017; Reported = annually					Currently looking at Energy Efficient Light upgrades
1.3 Leadership in innovative environmental practices	1.3.1 Number of drinking water fountains installed.	Target = 3; Time frame = annually; Reported = annually					4 drinking fountains purchased, 3 new fountains will be installed at Deep Creek Reserve, Torquay; Deans Marsh Recreation Reserve; Winchelsea Riverbank and a replacement fountain will be installed at Newling Reserve, Moriac.
	1.3.2 Initial energy efficiency retrofits are implemented at key council buildings.	Target = 3; Time frame = annually; Reported = annually					Installed motion sensor on lighting at 4 sites. Torquay & Lorne recreation centres have had LED lighting installed to stadium areas. Torquay Museum Lighting upgrade include in 2015/16 budget
	1.3.3 The number of actions delivered from the Climate Change Strategy.	Target = 3; Time frame = by 30 June 2017; Reported = annually					Target exceeded. Highlights date include: working with the community on renewable energy, on-going methane gas flaring at our landfill, transition to LED street lighting, secured two Solar Towns grants. Currently developing a climate change adaption plan in collaboration with eight other Barwon south-west Councils





Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	1.3.4 Deliver a local food program document	Document delivered by 30 June 2016					Scheduled for 2016. Continuing to monitor and review new relevant local government food strategies including Moreland Urban Agriculture & Food Production Strategy Framework.
1.4 Protect public open space and green belts	1.4.1 Number of open space capital works projects annually that implement open space master plan actions.	Target = 8 including 7 from CAPEX program for 2015/16 and one carried over from 2014/15. Timeframe = Annually; Reported = Quarterly					Masterplan implementation works are currently underway
2.1 Robust risk management framework and processes	2.1.1 Reduction in lost time injury hours and compensable days as a result of workplace accidents annually	15/16 target is to achieve 15 or fewer lost time injuries					3 Lost time injuries reported for Q1 = 12 annualised
	2.1.2 Quarterly reporting to EMT & the Audit & Risk Committee	Target = Quarterly reporting to Audit & Risk Committee; Time frame = annually; Reported = quarterly					Reports provided on a quarterly basis - last meeting was September 2015
	2.1.3 Compliance with recommendations from Auditor General's Report into Business Continuity in Local Government	Target = 100%; Time frame = annually; Reported = annually					The Business Continuity Framework is consistent with Auditor General recommendations and a periodic review of the framework is currently underway.

Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	2.1.4 Annual number of outstanding actions from the Business Continuity Plan exercise	Target = 100% complete; Time frame = annually; Reported = quarterly					Relevant actions completed for the quarter
2.2 High performing accountable organisation	2.2.1 Number of Council Plan key performance indicators completed	Target = Reported to Council quarterly, Time frame = annually; Reported = quarterly					2014 - 2015 Quarter 4 report presented to Council in August 2015
	2.2.2 Number of recommended high risk actions completed and outstanding from audits.	Target = implement responsive internal processes; Time frame = annually; Reported = quarterly					Relevant actions for this quarter completed
	2.2.3 Number of completed service reviews.	Target = 2 major & 5 minor service reviews; Time frame = annually; Reported = annually					6 reviews have commenced, including Visitor Information Centres, Aireys and Winch Units which have all been endorsed by Council.
	2.2.4.1 Customer service charter measures: Respond to all emails and letters within 10 business days of receipt	Target = < 10 days; Time frame = annually, Reported = quarterly					A sample of 8000 emails and letters shows 90% of written responses completed within 10 business days for the quarter. NB - Currently unable to track all written correspondence received
	2.2.4.2 Customer service charter measures: Respond to correspondence	Target = 100%; Time frame = annually; Reported = quarterly					FOI and Privacy requests completed within timeframes






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	regarding statutory processes in line with legislative requirements and time frames						
2.2 High performing accountable organisation continued ...	2.2.4.3 Customer service charter measures: Answer your call within 30 seconds	Target = < 30 seconds; Time frame = annually; Reported = quarterly. Create unit level customer service standards and share them with our community.					13 seconds for the quarter
	2.2.4.4 Customer service charter measures: Respond to telephone messages within one business day.	Target = 1 business day; Time frame = annually; Reported = quarterly					Measured in customer service and met for the quarter. Not measured organisation wide.
	2.2.4.5 Customer service charter measures: Conduct surveys to measure our performance.	Target = Twice annually; Time frame = annually; Reported = annually					The annual Community Satisfaction in Local Government survey will be conducted around February 2016 and the annual Mystery Shopper Survey will be conducted by the end of the March 2016.
	2.2.5 Improve customer service performance in independent measurement activities annually	Target = Create unit level customer service standards and share them with our community. Publish and report on					Expected commencement Quarter 2, 2015-16




Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
		council-wide service standards; Time frame = annually; Reported = annually					




Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
2.2 High performing accountable organisation continued ...	2.2.6 Improve customer service performance in independent measurement activities annually	Target = Maintain an "Overall Performance" indexed score in the annual Community Satisfaction in Local Government Survey of = > 66; Time frame = annually; Reported = annually					Survey will be conducted in February 2016. Action Plan to improvement survey results presented to Council in September. Further engagement required in Anglesea, Lorne and Winchelsea in accordance with Council resolution.
2.3 Long term financial viability	2.3.1 Number of VAGO KPI's achieved	Target = 100%; Time frame = annually; Reported = quarterly					72%. 2 of the 7 KPI's are outside the VAGO target range. Indebtedness is forecast at 50% (target <40%) due to landfill provision, Renewal Gap is 0.6 (target >1.0) due to comparatively good condition of assets.
	2.3.2 Council's debt servicing ratio is below 80%	Target = < 60%; Time frame = annually; Reported = quarterly					Forecast is 39%
2.4 Transparency in decision making and access to information	2.4.1 % of media releases published	Target = 80% Time frame = annually; Reported = quarterly					90% published for the quarter
	2.4.2 Publication of Council meeting agendas and minutes to the internet.	Target = within 3 Business Days of Council meeting; Time frame = annually; Reported = annually					All minutes and agendas published within target timeframes.






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment																		
2.4 Transparency in decision making and access to information continued ...	2.4.3 Number of Council meetings held outside Torquay	Target = 3; Time frame = annually; Reported = annually					One meeting held this year at Aireys Inlet.																		
	2.4.4 % of positive media and readership reach	Target = Measure readership reach and % of positive media coverage; Time frame = annually; Reported = quarterly					Readership Reach - approximately 80,000 weekly (Geelong Advertiser, Surf Coast Times, Echo, Winchelsea Star, broadcast, community news). (40% positive, 52% neutral, 8% negative approximately)																		
2.5 Enhanced community engagement	2.5.1 Number of followers on social media.	Target = Council web-site hits: 9,000; Twitter: 180 new followers; Facebook: 1,500 visits; Time frame = annually; Reported = annually					<table border="1"> <thead> <tr> <th>Social Media</th> <th>No.</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>New Twitter followers</td> <td>233</td> <td>9.9%</td> </tr> <tr> <td>Total Twitter followers</td> <td>2939</td> <td>8%</td> </tr> <tr> <td>New Facebook likes</td> <td>150</td> <td>-12%</td> </tr> <tr> <td>Total Facebook likes</td> <td>1666</td> <td>9%</td> </tr> <tr> <td>Total web visits</td> <td>35,435</td> <td>-3.9%</td> </tr> </tbody> </table>	Social Media	No.	% Change	New Twitter followers	233	9.9%	Total Twitter followers	2939	8%	New Facebook likes	150	-12%	Total Facebook likes	1666	9%	Total web visits	35,435	-3.9%
							Social Media	No.	% Change																
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							Total web visits	35,435	-3.9%																





Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
2.5 Enhanced community engagement continued ...	2.5.2 Number of community input opportunities provided.	Target = >20; Time frame = annually; Reported = annually					More than 20 for the quarter including: Testing the Water Forums, market research survey & online submission, Spring Community Panel, Aireys Structure Plan, Exhibition of Open Space Strategy, Future of Surf Life Saving Clubs, Bells Beach Taskforce, All Abilities Advisory Committee, Hearing of Submissions, Planning permit exhibitions and Council meetings
2.6 Advocate on behalf of our community	2.6.1 Total amount of funding secured from State and Government grant programs	Target = Maintain a grants database and provide a report to EMT on a monthly basis; Time frame = annually; Reported = monthly					Monthly report provided to EMT as required.
	2.6.2 Community satisfaction with Council's advocacy efforts	Target = Produce quarterly advocacy report for EMT and Council & measure results in customer satisfaction survey; Time frame = annually; Reported = quarterly					Satisfaction survey results will be available in Quarter 4. A half-year report will be provided to Council at the start of 2016.






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
2.6 Advocate on behalf of our community continued ...	2.6.3 Number of advocacy action updates provided to the community	Target = Increased media coverage of advocacy effort & community involvement when celebrating advocacy success; Time frame = annually; Reported = quarterly					Media coverage and community involvement is at similar levels to 14/15. Additional work required to increase this in the remaining quarters of the year.
	2.6.4 Average number of meetings attended by Mayor or CEO with key strategic partners per month	Target = Regularly meet with state and federal members; Time frame = annually; Reported = annually.					Regular meetings held with local members throughout the year.
3.1 Communities that plan for, and recover from, disasters	3.1.1 Number of times the Municipal Emergency Management Planning Committee meets annually.	Target = 4; Time frame = annually; Reported = annually					on schedule to meet target
	3.1.2 Number of emergency exercises conducted or participated in.	Target = 1; Time frame = annually; Reported = annually					Target will be exceeded. More than one exercise has been completed with more planned for November and December 2015.
	3.1.3 Maintain and implement a Council Municipal Emergency Management Plan.	Target = Review plan annually or following an emergency where the plan has been utilised;					On schedule to meet target







Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
3.1 Communities that plan for, and recover from, disasters continued ...	3.1.4 Maintain and implement a Council Municipal Fire Management Plan.	Target = Review plan by 30 June 2016					Update Fire Plan scheduled for Council endorsement at its October 2015 meeting.
3.2 Quality services allocated according to need	3.2.1 Number of residents on waiting lists for services.	Target = 0; Time frame = annually; Reported = quarterly					Central enrolment process underway for kindergarten. No current waiting list for HACC services.
	3.2.2 Proportion of externally accredited services that meet quality targets / minimum requirements	Target = 100% annually; Time frame = annually; Reported = quarterly					All services currently compliant with improvement plans being implemented as a result of previous audits
	3.2.3 Equivalent full-time positions of volunteers delivering Council services	Target = Establish monthly reporting on the economic value of Volunteers that take part in the delivery of Council services; Time frame = By 30 June 2016; Reported = annually.					Total volunteer hours worked at the Torquay, Anglesea, Lorne & Winchelsea Visitor Information Centres and Surf World Museum by volunteers equates to an Equivalent full-time amount of 6.68 of volunteers delivering Council Services. Work is being undertaken to determine the amount of hours worked by volunteers in other service areas.






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
3.3 Preservation of peaceful, safe and healthy environments	3.3.1 Percentage of proposed actions in the Surf Coast Health and Wellbeing Plan that are completed.	Target = Year 3 actions delivered; Time frame = annually; Reported = annually					Reported as part of the Health and Wellbeing Plan quarterly report
	3.3.2 Number of Community Impact Advisory Committee (CIAC) meetings held	Target = 4 meetings in Lorne, 3 meetings in Torquay, 3 meetings in Anglesea; Time frame = annually; Reported = annually					Lorne CIAC held in August & October. Next Anglesea & Torquay CIAC are in November 2015
	3.3.3 Number of current gaming machine licences	Target = 107 Electronic gaming machines; Time frame = annually; Reported = quarterly					No new permits for gaming machines issued in reporting period.
	3.3.4 Number of community groups supported	Target = Support eight Section 86 Committees; Time frame = annually; Reported = annually					Quarterly reports provided to Council on an annual basis.
	3.3.5 Number of new or upgraded recreational facilities delivered	Target = Deliver 2 new recreational facilities - Grenville Oval and Banyul Warri Fields Recreation, Play and Skate Zone; Time frame = by30 June 2017; Reported = annually					On track - tender reports to Council for the Skatepark and Play space. Detailed design for Grenville Oval is currently being developed.








Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
3.4 Building leadership and skills within the community	3.4.1 Number of people who complete the Casuarina and Section 86 Committee leadership training programs	Target = 12; Time frame = annually; Reported = annually					Program delivered in the previous quarter for 13 participants. Planning has commenced for the next program.
	3.4.2 Number of grants provided to groups via the Small Grants Program	Target = Minimum of 20 per round (2 rounds); Time frame = annually; Reported = annually					In the September round 25 applications were received.
	3.4.3 Value of grants provided to groups via the Small Grants Program	Target = \$45,000 per round (2 rounds); Time frame = annually; Reported = annually					First round will be issued to Council in November for funding recommendations.
4.1 Allocation of infrastructure according to need	4.1.1 Percentage of capital works program delivered by 30 June annually.	Target = 90%; Time frame = annually; Reported = annually					7.70% of the program delivered in the September quarter.
4.2 Accessible and well maintained Council facilities	4.2.1 Percentage of Council buildings in good condition (via condition audits).	Target = > 85%; Time frame = by 30 June 2017; Reported = annually					76 building audits were completed in 2014 - 2015; 95% of these are in good condition.
	4.2.2 Percentage of facility maintenance requests completed on time.	Target = > 90%; Time frame = Annually; Reported = annually					Currently achieving 97% performance for first quarter of 2015/16.






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
4.2 Accessible and well maintained Council facilities continued ...	4.2.3 Percentage of audited Council facilities compliant with physical accessibility.	Target = 80%; Time frame = by 30 June 2017; Reported = annually					21 building Audits completed; additional funding allocated in 2015/16 budget to continue program to complete all buildings by June 2017.
	4.2.4 Number of master plans reviewed	Target = 1 per annum; Time frame = annually; Reported = annually					Stribling Reserve currently underway. Anglesea Riverbank to commence early 2016.
	4.2.5 Percentage change in the use of Council buildings	Target = Percentage increase in use of buildings with bookings directly managed by Council; Time frame = Annually; Reported = annually					The Sport and Recreation team have extracted a report from Centaman that identifies the variance in use of buildings with bookings directly managed by Council. This report data will be used as a baseline for future reporting.
4.3 Enhance key rural and coastal roads and transport options	4.3.1 Percentage of Council roads in good condition (via condition audits).	Target = > 90% sealed roads & > 75% unsealed roads; Time frame = annually; Reported = annually					Sealed Road in Good Condition = 95.37%, Unsealed Road in Good Condition = 92.43%.
	4.3.2 Increased length of pathways constructed across the shire.	Target = 650m new paths & 1600m new road bike lanes; Time frame = annually; Reported = annually					No new assets recorded as yet in 2015/16.





Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
4.3 Enhance key rural and coastal roads and transport options continued ...	4.3.3 Increased length of sealed roads constructed across the shire.	Target = 600m new sealed roads; Time frame = annually; Reported = annually					No new assets constructed as yet in 2015/16.
	4.3.4 Length of road rehabilitations undertaken across the shire	Target = 50km; Time frame = annually; Reported = annually					2015/16 Program only recently commenced and no data available at this point.
	4.3.5 Number of road projects advocated for by Council	Target = 3; Time frame = annually; Reported = annually					Beach Road intersection Torquay and Camp Road roundabout Anglesea.
5.1 Protect productive farmland and support rural business	5.1.1 Number of rural businesses assisted with grant applications.	Target = 2: Time frame = annually; Reported = quarterly					3 businesses assisted this financial year with grant applications.
	5.1.2 Deliver Rural Hinterland Strategy	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually					A planned outcome of the Rural Hinterland Strategy which is dependent on State Govt funding not yet granted.
	5.1.3 Complete land use audit of rural land	Target = Complete the land use audit; Time frame = by December 2015; Reported = annually					Land use profile commenced and due for completion in December 2015
5.2 Encourage sustainable economic development and growth	5.2.1 Online economic publications and communication channels developed.	Target = Complete economic publications; Time frame = annually; Reported = annually					Visitor Insights and Economic Snapshot for 2015 to be completed by November






Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
5.2 Encourage sustainable economic development and growth continued ...	5.2.2 Targeted investment attraction collateral developed.	Target = Complete a prospectus for Winchelsea; Time frame = by December 2015; Reported = annually					Winchelsea Prospectus in final draft stage and to be completed by end November.
	5.2.3 Number of businesses operating in Surf Coast Shire.	Target = Number of businesses in Surf Coast Shire exceeds 3,000; Time frame = annually; Reported = annually					Latest figure reveals 3075 business operating.
	5.2.4 Percentage growth of Surf Coast Shire economy.	Target = Economic growth exceeds 3%; Time frame = measured in February; Reported = annually					Growth of economy recorded at 4.5% over past 5 year average. and 3.8% over past year.
	5.2.5 Number of businesses assisted.	Target = Over 125 business assistance enquiries; Time frame = each quarter; Reported = quarterly					Approximately 540 business enquiries taken in first quarter.
	5.2.6 Number of Regional, State and Federal strategies containing key Surf Coast Shire economic development and tourism projects.	Target = 3 strategy documents containing projects; Time frame = annually; Reported = annually					Surfing Industry Advancement now a priority project for G21 Economic Development. Several Surf Coast Shire projects identified in the Great Ocean Road Regional Tourism Strategy





Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
5.2 Encourage sustainable economic development and growth continued ...	5.2.7 Quantum of funding obtained for key economic development and tourism projects.	Target = New initiatives attract at least matched funding; Time frame = annually; Reported = annually					\$300,000 received for Tourism Enabling Road Infrastructure Project. EOIs submitted for Torquay CBD and Rural Hinterland projects
5.3 Develop and grow sustainable year round tourism	5.3.1 Increase the percentage of events held in the off peak period (May – December).	Target = > 4; Time lines = by 30 June 2017; Reported = annually					Off peak events now comprise approx 48% of all events in Surf Coast Shire (117 of 244 events). This does not include sporting events, farmers markets and events that do not need a permit.
	5.3.2 Report at least annually on Number of day-trippers, domestic overnight and international visitors to Surf Coast Shire.	Target = 2 million visitors in total to Surf Coast Shire; Timeframe = annually; Reported = quarterly					Latest figures provided by Tourism Victoria indicate: 1.863 million visitors in total. 1.05 million domestic day, 779 domestic overnight and 32,500 international for YE. 2014
	5.3.3 Number of enquiries to Visitor Information Centres.	Target = 309,126; Time frame = annually; Reported = quarterly					Total visitor enquiries for the Surf Coast Shire Visitor Centres for Jul - Sep 15 was 40,895. Please note that the Torquay Visitor Centre was undergoing renovations from 1 July to 24 August so numbers were significantly reduced over that period in Torquay.

Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
5.3 Develop and grow sustainable year round tourism continued ...	5.3.4 Number of events listed on Events Victoria website.	Target = > 150 events listed per annum; Time frame = annually; Reported = annually					All major events now on Events Victoria website.
	5.3.5 Percentage of Surf Coast residents employed by the tourism industry.	Target = 14.6 % increase (3% increase in employment in the tourism sector); Time frame = annually; Reported = annually					Current figures by RemPlan indicate 15.7% of workforce attributable to tourism.
	5.3.6 Number of Surf Coast Shire businesses engaged with Great Ocean Road Tourism.	Target = 5% increase pa from 2013 base of 396; Time frame = annually; Reported = annually					Latest figures provided by GORRT indicated 407 businesses.
	5.3.7 Report annually on the strength and health of Surf Coast Shire's economy	Target = Report to Council; Time frame = in March each year; Reported = annually					Report due March 2016
	5.3.8 Identify the economic impact of major events taking place in Surf Coast Shire and report on an annual basis.	Target = Report to Council; Time frame = in March each year; Reported = annually					Report due March 2016

Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
5.4 Transparent and responsive land use and strategic planning	5.4.1 Percentage satisfaction for land use planning related measures.	Target = 55%; Time frame = annually; Reported = annually					Planning reform program is underway
	5.4.2 Percentage completion of strategic planning work program	Target = 70%; Time frame = annually; Reported = quarterly					Currently on target
	5.4.3 Average number of gross processing days to issue a planning permit.	Target = 100; Time frame = annually; Reported = annually					PPARS Data has not been published for the 1st Quarter.
	5.4.4 Clear policy position to maintain green belts in the Municipal Strategic Statement (MSS)	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually					Dependent on the Rural Hinterland Strategy reliant on State Funding not yet granted.

Legend

Work in progress	Met or exceeded	Not met	No action planned 2015 -16
