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Column A	Column B	Column C	Column D	Column E	Column F
Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Environment	1.1 Preserve and enhance the natural environment	Strategy	1.1.1 Review our Environmental Management Strategy (2006).	Action	Complete high level "strategic land use planning map" integrated with economic development and planning and development
Environment	1.1 Preserve and enhance the natural environment	Strategy	1.1.2 Improve pest, plant and animal management as a priority.	Action	Implement expanded pest plant and animals work plan, weed matrix and new Council Pest Plant and Animal Action Plan
Environment	1.1 Preserve and enhance the natural environment	Strategy	1.1.3 Protect and enhance biodiversity in Nature Reserves	Action	Deliver nature reserve works plans in collaboration with community groups
Environment	1.1 Preserve and enhance the natural environment	Strategy	1.1.4 Council to continue to advocate to all relevant political parties to extend the current moratorium on fracking to all other unconventional	Action	Implement Council resolutions on unconventional gas including preparation of a Council submission to the Parliamentary Inquiry on Unconventional Gas
Environment	1.1 Preserve and enhance the natural environment	Measure	Council compliance with relevant legislative requirements regarding invasive plants and animals.	Target	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
Environment	1.1 Preserve and enhance the natural environment	Measure	Percentage of high conservation roadsides treated for priority weed species and/or rabbits.	Target	Target = treatment of 80% of 534km of Council's high conservation roadsides each year; Time frame = by 30 June 2017; Reported = annually

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
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			New		
Environment	1.1 Preserve and enhance the natural environment	Measure	Number of high priority actions implemented from the revised Environmental Management Strategy.	Target	Target = 4; Time frame = annually; Reported = annually
Environment	1.1 Preserve and enhance the natural environment	Measure	The biodiversity scores in the Annual Council Nature Reserve Condition Report are either being maintained or increasing for all Council Nature Reserves.	Target	Scores from 2014/15 are either maintained or increased for each reserve
Environment	1.2 Pursue alternative energies	Strategy	1.2.1 Investigate the viability (practicality, efficiency, effectiveness) of alternative sources of sustainable	Action	Implement Federal Government funding for installation of solar panels on two approved community buildings
Environment	1.2 Pursue alternative energies	Strategy	1.2.2 Support community programs that aim to make solar power accessible and cost-effective for residents and businesses.	Action	Contribute to and provide support to relevant community groups that seek to develop viable business cases for community solar projects
Environment	1.2 Pursue alternative energies	Measure	Number of council partnerships with community groups to reduce emissions, explore alternative energy options and/or adapt to climate change.	Target	Target = 3; Time frame = by 30 June 2017; Reported = annually
Environment	1.2 Pursue alternative energies	Measure	Number of viable alternative energy opportunities investigated.	Target	Target = 2; Time frame = by 30 June 2017; Reported = annually

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Environment	1.3 Leadership in innovative environmental practices	Strategy	1.3.1 Research, and where feasible deliver opportunities for enhanced organic waste diversion and recycling.	Action	Work with Barwon South West Regional Waste Management Group to identify opportunities suitable to our region
Environment	1.3 Leadership in innovative environmental practices	Strategy	1.3.2 Develop and implement a Council Plastic Waste Wise policy	Action	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
Environment	1.3 Leadership in innovative environmental practices	Strategy		Action	Undertake a workshop session on this topic and provide advice to Council on possible actions to be undertaken
Environment	1.3 Leadership in innovative environmental practices	Strategy		Action	Develop a Waste Wise Policy
Environment	1.3 Leadership in innovative environmental practices	Strategy	1.3.3 Drinking water fountains in all town centres to reduce reliance on plastic bottles.	Action	Install fountains / water bottle fill points at remaining approved locations in townships
Environment	1.3 Leadership in innovative environmental practices	Strategy	1.3.4 Develop initiatives with other community groups to enhance sustainable local food production and	Action	Deliver Edible Landscapes and Sustainable Seafood Programs in partnership with relevant businesses and community groups

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			New		
Environment	1.3 Leadership in innovative environmental practices	Strategy	1.3.5 Implement Council's agreed actions in the Anglesea Estuary Management Plan and continue to advocate for delivery of actions by	Action	Coordinate a minimum of four meetings of the Anglesea River Community Working Group and participate in the Anglesea River Estuary Management Plan Implementation Committee.
Environment	1.3 Leadership in innovative environmental practices	Measure	Number of drinking water fountains installed.	Target	Target = 3; Time frame = annually; Reported = annually
Environment	1.3 Leadership in innovative environmental practices	Measure	Initial energy efficiency retrofits are implemented at key council buildings.	Target	Target = 3; Time frame = annually; Reported = annually
Environment	1.3 Leadership in innovative environmental practices	Measure	The number of actions delivered from the Climate Change Strategy.	Target	Target = 3; Time frame = by 30 June 2017; Reported = annually
Environment	1.3 Leadership in innovative environmental practices	Measure	Deliver a local food program document	Target	Document delivered by 30 June 2016
Environment	1.4 Protect public open space and green belts	Strategy	1.4.1 Review Surf Coast Shire Open Space Strategy.	Action	Complete development of a new Open Space Strategy and start to implement

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
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			Amended		
			New		
Environment	1.4 Protect public open space and green belts	Measure	Number of open space capital works projects annually that implement open space master plan actions.	Target	Target = 8 including 7 from CAPEX program for 2015/16 and one carried over from 2014/15. Timeframe = Annually; Reported = Quarterly
Governance	2.1 Robust risk management framework and processes	Strategy	2.1.1 Implement the risk management system.	Action	Implement the endorsed Risk Management Framework
Governance	2.1 Robust risk management framework and processes	Strategy	2.1.2 Stocktake of leases, licences and agreements with a risk focus.	Action	Develop an integrated lease and license register
Governance	2.1 Robust risk management framework and processes	Strategy	2.1.3 Ensure business continuity preparedness.	Action	Conduct one business interruption exercise in 2015/2016
Governance	2.1 Robust risk management framework and processes	Strategy	2.1.4 Continually improve safety in the workplace	Action	Maintain Health & Safety accreditation through the successful achievement of follow up audits as part of the AS4801 & ISO18001 process
Governance	2.1 Robust risk management framework and processes	Measure	Reduction in lost time injury hours and compensable days as a result of workplace accidents annually	Target	15/16 target is to achieve 15 or fewer lost time injuries
Governance	2.1 Robust risk management framework and processes	Measure	Quarterly reporting to EMT & the Audit & Risk Committee	Target	Target = Quarterly reporting to Audit & Risk Committee; Time frame = annually; Reported = quarterly

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Governance	2.1 Robust risk management framework and processes	Measure	Compliance with recommendations from Auditor General's Report into Business Continuity in Local Government	Target	Target = 100%; Time frame = annually; Reported = annually
Governance	2.1 Robust risk management framework and processes	Measure	Annual number of outstanding actions from the Business Continuity Plan exercise.	Target	Target = 100% complete; Time frame = annually; Reported = quarterly
Governance	2.2 High performing accountable organisation	Strategy	2.2.1 Ensure the organisational structure is capable of delivering on the Council Plan	Action	Organisational structure capacity will be monitored and adjusted as part of the CEOs objectives
Governance	2.2 High performing accountable organisation	Strategy	2.2.2 Review the Council governance structure.	Action	Completed
Governance	2.2 High performing accountable organisation	Strategy	2.2.3 Increase capability in analysing and managing contentious issues.	Action	Completed
Governance	2.2 High performing accountable organisation	Strategy	2.2.4 Undertake a scheduled program of service reviews aimed at improving efficiency and	Action	Develop and implement an ongoing program of service reviews
Governance	2.2 High performing accountable organisation	Strategy	2.2.5 Make better use of MAV / VLGA and other peak bodies to progress issues of interest to the Surf Coast community.	Action	Implement an advocacy program to outline opportunities to effectively collaborate with State and Federal governments

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Governance	2.2 High performing accountable organisation	Measure	Number of Council Plan key performance indicators completed.	Target	Target = Reported to Council quarterly, Time frame = annually; Reported = quarterly
Governance	2.2 High performing accountable organisation	Measure	Number of recommended high risk actions completed and outstanding from audits.	Target	Target = implement responsive internal processes; Time frame = annually; Reported = quarterly
Governance	2.2 High performing accountable organisation	Measure	Number of completed service reviews.	Target	Target = 2 major & 5 minor service reviews; Time frame = annually; Reported = annually
Governance	2.2 High performing accountable organisation	Measure	Customer service charter measures – Respond to all emails and letters within 10 business days of receipt	Target	Target = < 10 days; Time frame = annually, Reported = quarterly
Governance	2.2 High performing accountable organisation	Measure	Customer service charter measures – Respond to correspondence regarding statutory processes in line with legislative requirements and time frames	Target	Target = 100%; Time frame = annually; Reported = quarterly
Governance	2.2 High performing accountable organisation	Measure	Customer service charter measures – Answer your call within 30 seconds	Target	Target = < 30 seconds; Time frame = annually; Reported = quarterly. Create unit level customer service standards and share them with our community.

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
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Governance	2.2 High performing accountable organisation	Measure	Customer service charter measures – Respond to telephone messages within one business day	Target	Target = 1 business day; Time frame = annually; Reported = quarterly
Governance	2.2 High performing accountable organisation	Measure	Customer service charter measures – Conduct surveys to measure our performance	Target	Target = Twice annually; Time frame = annually; Reported = annually
Governance	2.2 High performing accountable organisation	Measure	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 council-wide service standards
Governance	2.2 High performing accountable organisation	Measure	Improve customer service performance in independent measurement activities annually	Target	Target = Maintain an "Overall Performance" indexed score in the annual Community Satisfaction in Local Government Survey of = > 66; Time frame = annually; Reported = annually
Governance	2.3 Long term financial viability	Strategy	2.3.1 Identify and pursue new sustainable revenue sources to	Action	Prepare a report on alternative revenue streams
Governance	2.3 Long term financial viability	Strategy	2.3.2 Annual update of strategic resource plan.	Action	Update Strategic Resource Plan by 30 June
Governance	2.3 Long term financial viability	Measure	Number of VAGO KPI's achieved	Target	Target = 100%; Time frame = annually; Reported = quarterly
Governance	2.3 Long term financial viability	Measure	Council's debt servicing ratio is below 80%.	Target	Target = < 60%; Time frame = annually; Reported = quarterly

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
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			New		
Governance	2.4 Transparency in decision making and access to information	Strategy	2.4.1 Communicate decisions clearly and in a timely manner.	Action	Publish the Council Agenda and Minutes on the Council website within specified timeframes
Governance	2.4 Transparency in decision making and access to information	Strategy	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels.	Action	Redesign monthly financial report
	2.4 Transparency in decision making and access to information	Strategy		Action	Completed
	2.4 Transparency in decision making and access to information				Provide all available programs on the website
	2.4 Transparency in decision making and access to information	Strategy		Action	Communicate Council decisions through multiple channels including print and social media releases and Council publications
Governance	2.4 Transparency in decision making and access to information	Strategy	2.4.3 Ensure decision-making is as transparent as possible.	Action	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
	2.4 Transparency in decision making and access to information	Strategy		Action	Publish the Council Agenda and Minutes on the Council website within 48 hours of Council meeting

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
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			New		
	2.4 Transparency in decision making and access to information	Strategy		Action	
Governance	2.4 Transparency in decision making and access to information	Strategy	2.4.4 Ensure Council meetings are held across the Shire.	Action	Hold three Council meetings outside Torquay
Governance	2.4 Transparency in decision making and access to information	Strategy	2.4.5 Build on existing constructive relationships with the media.	Action	Respond to media enquiries within one business day. Issue media releases weekly. Foster relationships with key media outlets.
Governance	2.4 Transparency in decision making and access to information	Measure	% of media releases published.	Target	Target = 80% Time frame = annually; Reported = quarterly
Governance	2.4 Transparency in decision making and access to information	Measure	Publication of Council meeting agendas and minutes to the internet.	Target	Target = within 3 Business Days of Council meeting; Time frame = annually; Reported = annually
Governance	2.4 Transparency in decision making and access to information	Measure	Number of Council meetings held outside Torquay.	Target	Target = 3; Time frame = annually; Reported = annually
Governance	2.4 Transparency in decision making and access to information	Measure	% of positive media and readership reach	Target	Measure readership reach and % of positive media coverage

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Governance	2.5 Enhanced community engagement	Strategy	2.5.1 Implement and report on Council's Community Engagement Strategy	Action	Collate information about upcoming communications and community engagement activities.
	2.5 Enhanced community engagement	Strategy		Action	Create a corporate toolkit to assist in the delivery of communications and community engagement activities from all parts of the organisation.
Governance	2.5 Enhanced community engagement	Strategy	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them.	Action	Develop and implement project plans which include community engagement and communications plans for key projects
	2.5 Enhanced community engagement	Strategy		Action	Coordinate Council's community engagement
	2.5 Enhanced community engagement	Strategy		Action	Review the Council's existing web-based engagement tool
	2.5 Enhanced community engagement	Strategy		Action	Establish an ongoing community consultative group.
Governance	2.5 Enhanced community engagement	Strategy	2.5.3 Provide support to Councillors to actively engage with the community.	Action	Review communication protocols/ processes and continue to update Councillors on upcoming community events and engagement opportunities
	2.5 Enhanced community engagement	Strategy		Action	Invite all Councillors to Surf Coast Shire Council events

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Governance	2.5 Enhanced community engagement	Strategy	2.5.4 Build strong relationships with community interest groups.	Action	Continue to work with community groups and enable presentation to Council as required
Governance	2.5 Enhanced community engagement	Strategy	2.5.5 Committed community interface by all Councillors across the Shire.	Action	Invite all Councillors to Surf Coast Shire Council events
Governance	2.5 Enhanced community engagement	Strategy	2.5.6 Report current community engagement activities (and opportunities) to Council.	Action	Advise Council of community engagement activities
Governance	2.5 Enhanced community engagement	Strategy	2.5.7 Define the Surf Coast image and brand	Action	Undertake research to understand the Surf Coast Shire Council identity to communicate and engage in a way that meets community expectations.
Governance	2.5 Enhanced community engagement	Strategy	2.5.8 Articulate the core principles that underpin how we work with the community and other stakeholders	Action	Core beliefs include: Trustworthy, Responsive, Simple, Progressive.
Governance	2.5 Enhanced community engagement	Measure	Number of followers on social media.	Target	Target = Council web-site hits: 9,000; Twitter: 180 new followers; Facebook: 1,500 visits; Time frame = annually; Reported = annually
Governance	2.5 Enhanced community engagement	Measure	Number of community input opportunities provided.	Target	Target = >20; Time frame = annually; Reported = annually

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Governance	2.6 Advocate on behalf of our community	Strategy	2.6.1 Develop an advocacy agenda and priorities and regularly update these	Action	Conduct at least 10 meetings per year with State and Federal members
	2.6 Advocate on behalf of our community	Strategy		Action	Identify Councils advocacy priorities.
	2.6 Advocate on behalf of our community	Strategy		Action	Develop and implement actions plans for each prioritiy
	2.6 Advocate on behalf of our community	Strategy		Action	Ensure representation at all G21 board meetings
	2.6 Advocate on behalf of our community	Strategy		Action	Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework
Governance	2.6 Advocate on behalf of our community	Strategy	2.6.2 Identify and build strong strategic relationships at the local, regional, state and national levels.	Action	Identify key partners based on importance and quality of relationship
	2.6 Advocate on behalf of our community	Strategy		Action	Map out a relationship action plan

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	2.6 Advocate on behalf of our community	Strategy		Action	Identify key third parties and assign a relationship manager
Governance	2.6 Advocate on behalf of our community	Strategy	2.6.3 Influence decision makers to secure positive outcomes for the community	Action	Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework
Governance	2.6 Advocate on behalf of our community	Strategy	2.6.4 Build trust and confidence in Council's advocacy efforts.	Action	Share appropriate information of Council's advocacy program with community
	2.6 Advocate on behalf of our community	Strategy		Action	Share and celebrate successes with community members
	2.6 Advocate on behalf of our community	Strategy		Action	Continue the conversation with community about need and aspiration
Governance	2.6 Advocate on behalf of our community	Measure	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.

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Governance	2.6 Advocate on behalf of our community	Measure	Community satisfaction with Council's advocacy efforts	Target	Produce quarterly advocacy report for EMT and Council & measure results in customer satisfaction survey
Governance	2.6 Advocate on behalf of our community	Measure	Number of advocacy action updates provided to the community	Target	Increased media coverage of advocacy effort & community involvement when celebrating advocacy success
Governance	2.6 Advocate on behalf of our community	Measure	Average number of meetings attended by Mayor or CEO with key strategic partners per month	Target	Regularly meet with state and federal members.
Communities	3.1 Communities that plan for, and recover from, disasters	Strategy	3.1.1 Dedicate resources to provide effective and efficient planning for management of, and recovery from, disasters.	Action	Allocate resources to enable the effective and efficient planning for management of, and recovery from, disasters
Communities	3.1 Communities that plan for, and recover from, disasters	Strategy	3.1.2 Establish and maintain working relationships with emergency services and relevant stakeholders to ensure preparedness in the event of	Action	Conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings
Communities	3.1 Communities that plan for, and recover from, disasters	Strategy	3.1.3 Continue to undertake Community Emergency Risk Assessment (CERA).	Action	Develop relevant emergency sub plans based on identified risks in the CERA

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Communities	3.1 Communities that plan for, and recover from, disasters	Strategy	3.1.4 Incorporate, where appropriate, the 2009 Bushfire Royal Commission recommendations.	Action	Undertake an annual audit of Victorian Bushfire Royal Commission recommendations and implement where appropriated
Communities	3.1 Communities that plan for, and recover from, disasters	Strategy	3.1.5 Continue to deliver programs to reduce excessive bushfire fuels in high risks areas, for example the Weeds to Mulch program	Action	Deliver ongoing fuel reduction programs with the community in strategic areas identifed by the Municipal Fire Mangment Planning Committee
Communities	3.1 Communities that plan for, and recover from, disasters	Measure	Number of times the Municipal Emergency Management Planning Committee meets annually.	Target	Target = 4; Time frame = annually; Reported = annually
Communities	3.1 Communities that plan for, and recover from, disasters	Measure	Number of emergency exercises conducted or participated in.	Target	Target = 1; Time frame = annually; Reported = annually
Communities	3.1 Communities that plan for, and recover from, disasters	Measure	Maintain and implement a Council Municipal Emergency Management Plan.	Target	Target = Review plan annually or following an emergency where the plan has been utilised;
Communities	3.1 Communities that plan for, and recover from, disasters	Measure	Maintain and implement a Council Municipal Fire Management Plan.	Target	Target = Review plan by 30 June 2016

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Communities	3.2 Quality services allocated according to need	Strategy	3.2.1 Determine appropriate mechanisms to assess service need.	Action	Develop and implement an ongoing program of service reviews
Communities	3.2 Quality services allocated according to	Strategy	3.2.2 Determine the best method to meet residents' home and	Action	Develop a health and wellbeing profile and related service map for Anglesea
Communities	3.2 Quality services allocated according to need	Strategy	3.2.3 Implement key community services strategies including Access & Inclusion Positive Ageing, Early Years and Youth.	Action	Implement year 1 actions from the Positive Ageing Strategy and Early Years and Youth Strategy
Communities	3.2 Quality services allocated according to need	Strategy	3.2.4 Ensure high quality community services are provided	Action	Participate in quality assessment and rating visits and implement improvement action plans
Communities	3.2 Quality services allocated according to need	Strategy	3.2.5 Support volunteers who assist in the delivery of council services	Action	New Volunteer support systems will be implemented by the Volunteer Support Officer throughout 15/16
Communities	3.2 Quality services allocated according to need	Measure	Number of residents on waiting lists for services.	Target	Target = 0; Time frame = annually; Reported = quarterly
Communities	3.2 Quality services allocated according to need	Measure	Proportion of externally accredited services that meet quality targets / minimum requirements	Target	100% annually

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Communities	3.2 Quality services allocated according to need	Measure	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
Communities	3.3 Preservation of peaceful, safe and healthy environments	Strategy	3.3.1 Monitor and enforce where required relevant legislation to ensure a safe and peaceful	Action	Ensure Local Law No. 1 Community Amenity is consistent with the Local Government Act and relevant legislation
Communities	3.3 Preservation of peaceful, safe and healthy environments	Strategy	3.3.2 Continue to drive and dedicate resources to Community Impact Advisory Committees (CIAC) to manage events throughout the Shire	Action	CIAC meetings held in Torquay, Anglesea and Lorne.
Communities	3.3 Preservation of peaceful, safe and healthy environments	Strategy	3.3.3 Strong limitations on gaming machines.	Action	Completed
Communities	3.3 Preservation of peaceful, safe and healthy environments	Strategy	3.3.4 Support a wide-range of community groups to improve community wellbeing	Action	Co-ordinate network meetings for Community Houses and work to establish a network for Men's Sheds
Communities	3.3 Preservation of peaceful, safe and healthy environments	Strategy	3.3.5 Annual monitoring and evaluation of the G21 Regional Health and Wellbeing Plan and Surf Coast Shire sub plan.	Action	Prioritise and implement local and regional health and wellbeing plan actions including recommendations from the Winchelsea health and wellbeing project
	3.3 Preservation of peaceful, safe and healthy environments	Strategy		Action	Report to G21 and Council on the progress of implementation of the Surf Coast Shire Health and Wellbeing Plan

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Communities	3.3 Preservation of peaceful, safe and	Strategy	3.3.6 Maintain, enhance and develop community and recreational facilities	Action	Deliver community and recreational facilities as outlined in Council budget
Communities	3.3 Preservation of peaceful, safe and healthy environments	Measure	Percentage of proposed actions in the Surf Coast Health and Wellbeing Plan that are completed.	Target	Target = Year 2 actions delivered; Time frame = annually; Reported = annually
Communities	3.3 Preservation of peaceful, safe and healthy environments	Measure	Number of Community Impact Advisory Committee (CIAC) meetings held	Target	4 meetings in Lorne, 3 meetings in Torquay, 3 meetings in Anglesea
Communities	3.3 Preservation of peaceful, safe and healthy environments	Measure	Number of current gaming machine licences	Target	107 Electronic gaming machines
Communities	3.3 Preservation of peaceful, safe and healthy environments	Measure	Number of community groups supported	Target	Support eight Section 86 Committees
Communities	3.3 Preservation of peaceful, safe and healthy environments	Measure	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

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			Amended		
			New		
Communities	3.4 Building leadership and skills within the community	Strategy	3.4.1 Support people to build their community leadership and develop their skills.	Action	Redevelop and implement Council's community leadership program
Communities	3.4 Building leadership and skills within the community	Strategy	3.4.2 Support people to participate in community life	Action	Redevelop Council's community leadership program
Communities	3.4 Building leadership and skills within the community	Strategy	3.4.3 Provide funding opportunities to groups to improve and strengthen their communities.	Action	Release an annual grants program in September
Communities	3.4 Building leadership and skills within the community	Measure	Number of people who complete the Casuarina and Section 86 Committee leadership training programs	Target	Target = 12; Time frame = annually; Reported = annually
Communities	3.4 Building leadership and skills within the community	Measure	Number of grants provided to groups via the Small Grants Program	Target	Minimum of 20 per round (2 rounds)
Communities	3.4 Building leadership and skills within the community	Measure	Value of grants provided to groups via the Small Grants Program	Target	$45,000 per round (2 rounds)

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			New		
Infrastructure	4.1 Allocation of infrastructure according to need	Strategy	4.1.1 Perform an infrastructure needs assessment to provide clarity to the community on how a fair distribution	Action	Deliver the community facility mapping project to assess use of each facility
Infrastructure	4.1 Allocation of infrastructure according to need	Strategy	4.1.2 Utilisation of community demographics to prioritise future infrastructure needs.	Action	Deliver Growing Winchelsea project
Infrastructure	4.1 Allocation of infrastructure according to need	Strategy	4.1.3 Develop an improved approach to service planning that identifies long-term future infrastructure	Action	Implement infrastructure priority actions from the Winchelsea Health and Wellbeing Plan
Infrastructure	4.1 Allocation of infrastructure according to need	Measure	Percentage of capital works program delivered by 30 June annually.	Target	Target = 90%; Time frame = annually; Reported = annually
Infrastructure	4.2 Accessible and well maintained Council facilities	Strategy	4.2.1 Ongoing review of maintenance service levels.	Action	Review Building Maintenance Service Level Agreement
Infrastructure	4.2 Accessible and well maintained Council facilities	Strategy	4.2.2 Review of master plans to determine deficiencies.	Action	Deliver Torquay Town Centre, Growing Winchelsea and Aireys Inlet Structure Plans
	4.2 Accessible and well maintained Council facilities	Strategy		Action	Continue to implement the next stages of the Community and Civic Precinct Master Plan
Infrastructure	4.2 Accessible and well maintained Council facilities	Strategy	4.2.3 Ensure building codes are followed and improve accessibility.	Action	Undertake Accessibility Audits

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Column A	Column B	Column C	Column D	Column E	Column F
Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Infrastructure	4.2 Accessible and well maintained Council	Strategy	4.2.4 Maximise usage of Council buildings	Action	Start to implement actions from the Community Buildings Study
Infrastructure	4.2 Accessible and well maintained Council	Strategy	4.2.5 Undertake planning for future emerging recreation facilities	Action	Implement Council's resolution relating to the Hockey Feasibility Study
Infrastructure	4.2 Accessible and well maintained Council facilities	Strategy	4.2.6 Annual update of interested communities in master-plan priorities	Action	Develop a community engagement approach for each new masterplan
Infrastructure	4.2 Accessible and well maintained Council facilities	Measure	Percentage of Council buildings in good condition (via condition audits).	Target	Target = > 85%; Time frame = by 30 June 2017; Reported = annually
Infrastructure	4.2 Accessible and well maintained Council facilities	Measure	Percentage of facility maintenance requests completed on time.	Target	Target = > 90%; Time frame = Annually; Reported = annually
Infrastructure	4.2 Accessible and well maintained Council facilities	Measure	Percentage of audited Council facilities compliant with physical accessibility.	Target	Target = 80%; Time frame = by 30 June 2017; Reported = annually
Infrastructure	4.2 Accessible and well maintained Council facilities	Measure	Number of master plans reviewed	Target	1 per annum
Infrastructure	4.2 Accessible and well maintained Council facilities	Measure	Percentage change in the use of Council buildings	Target	Percentage increase in use of buildings with bookings directly managed by Council
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.1 Identify and prioritise key coastal/rural arterial road links.	Action	Prepare the Surf Coast Shire Road Network Operating Plan.

Column A	Column B	Column C	Column D	Column E	Column F
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			No change		
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			New		
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.2.1 Undertake a series of advocacy campaigns for - The upgrade and funding roads that have significant traffic issues;	Action	Lobby VicRoads on upgrades for the installation of traffic signals at the Surf Coast Highway / Beach Road intersection in Torquay.
	4.3 Enhance key rural and coastal roads and transport options	Strategy		Action	Lobby VicRoads on upgrades for the upgrade to Anglesea Road between Waurn Ponds and Bellbrae.
	4.3 Enhance key rural and coastal roads and transport options	Strategy		Action	Lobby VicRoads on upgrades for the upgrade to Great Ocean Road roundabout in Anglesea.
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.2.2 Undertake a series of advocacy campaigns for - The improvement of key external	Action	Continue to lobby for identification of transit corridor between Armstrong Creek and Torquay.
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.2.3 Undertake a series of advocacy campaigns for - The implementation of the G21 Public	Action	Lobby for the implementation of actions in the G21 Public Transport Strategy
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.3 Public transport needs assessment with proposed solutions.	Action	Lobby for the implementation of actions in the G21 Public Transport Strategy
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.4 Review/update current pathways/cycling strategy.	Action	Undertake a desktop review of Councils Pathway Strategy
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Strategy	4.3.5 Identify a corridor of land for a potential future heavy vehicle by-pass for Winchelsea.	Action	Consider broader issue of by pass as part for Growing Winchelsea project

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Measure	Percentage of Council roads in good condition (via condition audits).	Target	Target = > 90% sealed roads & > 75% unsealed roads; Time frame = annually; Reported = annually
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Measure	Increased length of pathways constructed across the Shire.	Target	Target = 650m new paths & 1600m new road bike lanes; Time frame = annually; Reported = annually
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Measure	Increased length of sealed roads constructed across the Shire.	Target	Target = 600m new sealed roads; Time frame = annually, Reported = annually
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Measure	Length of road rehabilitations undertaken across the Shire.	Target	Target = 50km; Time frame = annually; Reported = annually
Infrastructure	4.3 Enhance key rural and coastal roads and transport options	Measure	Number of road projects advocated for by Council	Target	Target = 3; Time frame = annually; Reported = annually
Development and Growth	5.1 Protect productive farmland and support rural business	Strategy	5.1.1 Work jointly with businesses to support grants for businesses to set up in Surf Coast Shire	Action	Provide business support through the Economic development Unit as required.
Development and Growth	5.1 Protect productive farmland and support rural business	Strategy	5.1.2 Work with local businesses	Action	Develop the Rural Hinterland Study.

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Column A	Column B	Column C	Column D	Column E	Column F
Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
	5.1 Protect productive farmland and support rural business	Strategy		Action	Undertake a commercial feasibility analysis of a variety of farming types (to be done in 2016/ 17)
Development and Growth	5.1 Protect productive farmland and support rural business	Strategy	5.1.3 Develop a rural hinterland strategy	Action	Develop a map of rural areas including edible landscapes.
Development and Growth	5.1 Protect productive farmland and support rural business	Strategy	5.1.4 Undertake a land use audit of rural land	Action	Complete land use audit by December 2015
Development and Growth	5.1 Protect productive farmland and support rural business	Strategy	5.1.5 Investigate the development of small recycled water treatment plants for rural communities.	Action	Work with Barwon Water to understand the viability of small re-cycled water treatment plants.
Development and Growth	5.1 Protect productive farmland and support rural business	Measure	Number of rural businesses assisted with grant applications.	Target	Target = 2: Time frame = annually; Reported = quarterly
Development and Growth	5.1 Protect productive farmland and support rural business	Measure	Deliver Rural Hinterland Strategy	Target	Complete rural hinterland strategy by June 2016
Development and Growth	5.1 Protect productive farmland and support rural business	Measure	Complete land use audit of rural land	Target	Complete the land use audit by December 2015.

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
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			Amended		
			New		
Development and Growth	5.2 Encourage sustainable economic development and growth	Strategy	5.2.1 Support and grow existing businesses and traders groups in Surf Coast Shire with an emphasis on innovative small and home based	Action	Attend trader group meetings in Torquay, Anglesea, Aireys Inlet and Winchelsea.
Development and Growth	5.2 Encourage sustainable economic development and growth	Strategy	5.2.2 Revise and implement the Surf Coast Shire Economic Development & Tourism Strategy with an increased focus on creating jobs, supporting	Action	Complete the revision by June 2016
Development and Growth	5.2 Encourage sustainable economic development and growth	Strategy	5.2.3 Support and grow Surf Coast Shire's key industry sectors of Surfing, Tourism, Retail, Agriculture and Construction.	Action	Undertake business support activities to strengthen key sectors
Development and Growth	5.2 Encourage sustainable economic development and growth	Strategy	5.2.4 Identify and facilitate opportunities to create employment in Surf Coast Shire's rural hinterland areas with an emphasis on	Action	Complete land use audit by December 2015
Development and Growth	5.2 Encourage sustainable economic development and growth	Strategy	5.2.5 Conduct an economic impact study of Armstrong Creek development on Surf Coast Shire.	Action	To be completed in 2016/ 2017
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Online economic publications and communication channels developed.	Target	Complete economic publications annually

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target

			No change		
			Amended		
			New		

Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Targeted investment attraction collateral developed.	Target	Complete a prospectus for Winchelsea by December 2015.
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Number of businesses operating in Surf Coast Shire.	Target	Number of businesses in Surf Coast Shire exceeds 3,000.
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Percentage growth of Surf Coast Shire economy.	Target	Economic growth exceeds 3% (measured in February)
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Number of businesses assisted.	Target	Over 125 business assistance enquiries each quarter
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Number of Regional, State and Federal strategies containing key Surf Coast Shire economic development and tourism projects.	Target	3 strategy documents containing projects.
Development and Growth	5.2 Encourage sustainable economic development and growth	Measure	Quantum of funding obtained for key economic development and tourism projects.	Target	New initiatives attract at least matched funding

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.1 Respond to the demand from identified destination marketing and in particular off peak season opportunities (May – December).	Action	Support Great Ocean Road Regional Tourism Ltd to develop destination plans
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.2 Facilitate product development to enhance the visitor experience and in particular develop off beach products both infrastructure and	Action	5.3.2.1 Conduct a tourism experience audit with Great Ocean Road Regional Tourism Ltd
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.3 Improve the promotion of all major events and festivals across Surf Coast Shire.	Action	Undertake a review of the marketing and promotion of events in the Surf Coast Shire
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.4 Maximise the benefits of all events for community and business.	Action	Undertake a review of the marketing and promotion of events in the Surf Coast Shire.
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.5 Encourage collaboration with all tourism businesses, associations and Great Ocean Road Tourism.	Action	Support Great Ocean Road Regional Tourism Ltd to develop destination plans
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.6 Continue to operate the Visitor Information Centres and create integrated destinations to increase length of stay and expenditure in Surf	Action	Ensure accreditation standards are maintained

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.7 Encourage a range of events to support year round tourism	Action	Release the Event Grant Program each September.
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.8 Investigate opportunities of expanding the Australian National Surfing Museum experience as an integrated.	Action	Undertake an experience study for the Muesum.
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.9 Develop signature events program in our townships, outside of peak periods	Action	Release updated Event Grant Program guidelines to include signature events
Development and Growth	5.3 Develop and grow sustainable year round tourism	Strategy	5.3.10 Lead new ways of working with the Great Ocean Road Coastal Committee (GORCC) to maximise resident / visitor benefits	Action	Meet at least quarterly with GORCC.
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Increase the percentage of events held in the off peak period (May – December).	Target	Target = > 4; Time lines = by 30 June 2017; Reported = annually
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Report at least annually on Number of day-trippers, domestic overnight and international visitors to Surf Coast Shire.	Target	Target = 2 million visitors in total to Surf Coast Shire; Timeframe = annually; Reported = quarterly

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Theme	Strategic Objective	Strategy or Measure	Strategies	Action or Target	Action or Target
			No change		
			Amended		
			New		
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Number of enquiries to Visitor Information Centres.	Target	Target = 309,126; Time frame = annually; Reported = quarterly
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Number of events listed on Events Victoria website.	Target	Target = > 150 events listed per annum; Time frame = annually; Reported = annually
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Percentage of Surf Coast residents employed by the tourism industry.	Target	Target = 14.6 % increase (3% increase in employment in the tourism sector); Time frame = annually; Reported = annually
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Number of Surf Coast Shire businesses engaged with Great Ocean Road Tourism.	Target	Target = 5% increase pa from 2013 base of 396; Time frame = annually; Reported = annually
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Report annually on the strength and health of Surf Coast Shire's economy	Target	Report to Council in March each year
Development and Growth	5.3 Develop and grow sustainable year round tourism	Measure	Identify the economic impact of major events taking place in Surf Coast Shire and report on an annual basis.	Target	Report to Council in March each year

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			No change		
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			New		
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.1 Design guidelines that ensure new houses and businesses are energy efficient.	Action	Completed
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.2 Utilise structure plans and planning processes to encourage a diversity of housing stock across the Shire.	Action	Deliver Growing Winchelsea Structure Plan and Place Making project - Completed
		Strategy		Action	Complete Torquay Town Centre Project
		Strategy		Action	Provide a report to Council on Affordable Housing.
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers)	Action	Undertake a project that reviews the planning permit system from the customer view point
		Strategy		Action	Implement structure of customer focussed planning project by June 2016.
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.4 Work collaboratively with the public and private sectors to increase educational and training opportunities.	Action	Develop Economic Development Strategy

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			No change		
			Amended		
			New		
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.5 Investigate ways Council should be involved in affordable housing with an aspect of growing the economy within the shire.	Action	Provide a report to Council on Affordable housing options
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.6 Maintain a clear rural-landscape separation between settlements to protect landscapes and	Action	Complete structure plans for townships and completed rural hinterland strategy to guide appropriate rural development by June 2016
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Strategy	5.4.7 Complete a strategic planning framework for land use planning.	Action	Deliver strategic framework plan by June 2016
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Measure	Percentage satisfaction for land use planning related measures.	Target	Target = 55%; Time frame = annually; Reported = annually
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Measure	Percentage completion of strategic planning work program.	Target	Target = 70%; Time frame = annually; Reported = quarterly
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Measure	Average number of gross processing days to issue a planning permit.	Target	Target = 100; Time frame = annually; Reported = annually
Development and Growth	5.4 Transparent and responsive land use and strategic planning	Measure	Clear policy position to maintain green belts in the Municipal Strategic Statement (MSS)	Target	Complete rural hinterland strategy by June 2016