

# COUNCIL PLAN 2013 - 2017

## YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
ENVIRONMENT	1.1 Preserve and enhance the natural environment	1.1.1 Review our Environmental Management Strategy (2006)	1.1.1.1 Complete high level "strategic land use planning map" integrated with economic development and planning and development	1.1.1.1 Complete high level "strategic land use planning map" integrated with economic development and planning and development	Delete	Completed through development of the Towards Environmental Leadership Program
ENVIRONMENT	1.1 Preserve and enhance the natural environment	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		Retained	
ENVIRONMENT	1.1 Preserve and enhance the natural environment	1.1.3 Protect and enhance biodiversity in Nature Reserves	1.1.3.1 Deliver nature reserve works plans in collaboration with community groups		Retained	
ENVIRONMENT	1.1 Preserve and enhance the natural environment	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 to develop 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		Retained	
ENVIRONMENT	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		Retained	
ENVIRONMENT	1.2 Pursue alternative energies	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		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
ENVIRONMENT	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	1.3.1.1 Work with Barwon South West Regional Waste Management Group on the project to identify opportunities for organic waste diversion from waste stream.	Revised	Addition of organic waste diversion.
ENVIRONMENT	1.3 Leadership in innovative environmental practices	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		Retained	
ENVIRONMENT	1.3 Leadership in innovative environmental practices	1.3.2 Develop and implement a Council Plastic Waste Wise policy	1.3.2.2 Undertake a workshop session on this topic and provide advice to Council on possible actions to be undertaken		Retained	
ENVIRONMENT	1.3 Leadership in innovative environmental practices	1.3.2 Develop and implement a Council Plastic Waste Wise policy	1.3.2.3 Develop a Waste Wise Policy	1.3.2.3 Develop a Waste Wise Policy	Delete	Complete
ENVIRONMENT	1.3 Leadership in innovative environmental practices	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	1.3.3.1 Continue program to install fountains / water bottle fill points at remaining approved locations in townships	Revised	Continue program
ENVIRONMENT	1.3 Leadership in innovative environmental practices	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		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
ENVIRONMENT	1.3 Leadership in innovative environmental practices	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		Retained	
ENVIRONMENT	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	1.4.1.1 Complete development of a new Open Space Strategy and start to implement	Delete	Completed and adopted by Council in January 2016
ENVIRONMENT	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	1.4.1.2 Develop a "Commercial Operators in Public Open Space" Policy.	New	
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		Retained	
GOVERNANCE	2.1 Robust risk management framework and processes	2.1.2 Stocktake of leases, licences and agreements with a risk focus	2.1.2.1 Develop an integrated lease and license register	2.1.2.1 Develop an integrated lease and license register	Delete	Completed 2015 – 16.
GOVERNANCE	2.1 Robust risk management framework and processes	2.1.3 Ensure business continuity preparedness	2.1.3.1 Conduct one business interruption exercise in 2015/2016	2.1.3.1 Conduct one business interruption exercise in 2016 – 17.	Revised	For current financial year.
GOVERNANCE	2.1 Robust risk management framework and processes	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		Retained	
GOVERNANCE	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		Retained	
GOVERNANCE	2.2 High performing accountable organisation	2.2.2 Review the Council governance structure	2.2.2.1 Completed	2.2.2.1 Completed	Delete	Completed in 2014 – 15.

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
GOVERNANCE	2.2 High performing accountable organisation	2.2.3 Increase capability in analysing and managing contentious issues	2.2.3.1 Completed	2.2.3.1 Completed.	Delete	Completed in 2014 – 15.
GOVERNANCE	2.2 High performing accountable organisation	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		Retained	
GOVERNANCE	2.2 High performing accountable organisation	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		Retained	
GOVERNANCE	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		Retained	
GOVERNANCE	2.3 Long term financial viability	2.3.2 Annual update of strategic resource plan	2.3.2.1 Update Strategic Resource Plan by 30 June		Retained	
GOVERNANCE	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		Retained	
GOVERNANCE	2.4 Transparency in decision making and access to information	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		Retained	
GOVERNANCE	2.4 Transparency in decision making and access to information	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels	2.4.2.2 Complete	2.4.2.2 Increase the use of video to update the community on key activities.	Revised	Addition of video

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
GOVERNANCE	2.4 Transparency in decision making and access to information	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels	2.4.2.3 Provide all available programs on the website	2.4.2.3 Review the website to improve web content, structure and management model.	Revised	Amended to include review of website.
GOVERNANCE	2.4 Transparency in decision making and access to information	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels	2.4.2.4 Communicate Council decisions through multiple channels including print and social media releases and Council publications	2.4.2.4 Communicate Council decisions through multiple channels including print and social media and Council communication channels	Revised	Amended to include a focus on social media.
GOVERNANCE	2.4 Transparency in decision making and access to information	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		Retained	
GOVERNANCE	2.4 Transparency in decision making and access to information	2.4.3 Ensure decision-making is as transparent as possible	2.4.3.2 Publish the Council Agenda and Minutes on the Council website within 48 hours of Council meeting		Retained	
GOVERNANCE	2.4 Transparency in decision making and access to information	2.4.4 Ensure Council meetings are held across the Shire	2.4.4.1 Hold three Council meetings outside Torquay		Retained	
GOVERNANCE	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 weekly. Foster relationships with key media outlets		Retained	
GOVERNANCE	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		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
GOVERNANCE	2.5 Enhanced community engagement	2.5.1 Implement and report on Council's Community Engagement Strategy	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them	2.5.2.2 Coordinate Council's community engagement		Retained	
GOVERNANCE	2.5 Enhanced community engagement	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them	2.5.2.3 Review the Council's existing web-based engagement tool	2.5.2.3 Increase the opportunity for people to engage online through the digital engagement tool.	Revised	Amended to include a focus on online engagement tools
GOVERNANCE	2.5 Enhanced community engagement	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them	2.5.2.4 Establish an ongoing community consultative group	2.5.2.4 Establish community consultative groups to provide input into key projects and top level strategic decision making.	Revised	Amended to include a focus on engagement related to key projects and strategic decision making.
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	2.5.3 Provide support to Councillors to actively engage with the community	2.5.3.2 Invite all Councillors to Surf Coast Shire Council events		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	2.5.6 Report current community engagement activities (and opportunities) to Council	2.5.6.1 Advise Council of community engagement activities		Retained	
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	2.5 Enhanced community engagement	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		Retained	
GOVERNANCE	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		Retained	
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.1 Develop an advocacy agenda and priorities and regularly update these	2.6.1.2 Identify Council's advocacy priorities	2.6.1.2 Identify Council's advocacy priorities and implement action plans.	Revised	Amended to include implementation of action plans.
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.1 Develop an advocacy agenda and priorities and regularly update these	2.6.1.3 Develop and implement actions plans for each priority	2.6.1.3 Develop and implement actions plans for each priority.	Delete	Separate action no longer required, absorbed into 2.6.1.2.
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.1 Develop an advocacy agenda and priorities and regularly update these	2.6.1.4 Ensure representation at all G21 board meetings		Retained	
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.1 Develop an advocacy agenda and priorities and regularly update these	2.6.1.5 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
GOVERNANCE	2.6 Advocate on behalf of our community	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	2.6.2.1 Where appropriate, formalise partnerships with strategic partners	Revised	Amended to include a focus on strategic partnerships.
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.2 Identify and build strong strategic relationships at the local, regional, state and national levels	2.6.2.2 Map out a relationship action plan	2.6.2.2 Meet regularly with strategic partners to progress Council's priorities	Revised	Amended to include a focus on strategic partnerships.
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.2 Identify and build strong strategic relationships at the local, regional, state and national levels	2.6.2.3 Identify key third parties and assign a relationship manager	2.6.2.3 Identify key third parties and assign a relationship manager	Delete	No longer required.
GOVERNANCE	2.6 Advocate on behalf of our community	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	2.6.3.1 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework	Delete	Specific to recent Federal Election.
GOVERNANCE	2.6 Advocate on behalf of our community	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		Retained	
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.4 Build trust and confidence in Council's advocacy efforts	2.6.4.2 Share and celebrate successes with community members		Retained	
GOVERNANCE	2.6 Advocate on behalf of our community	2.6.4 Build trust and confidence in Council's advocacy efforts	2.6.4.3 Continue the conversation with community about needs and aspirations		Retained	
COMMUNITY	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		Retained	
COMMUNITY	3.1 Communities that plan for, and recover from, disasters	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		Retained	



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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
COMMUNITY	3.1 Communities that plan for, and recover from, disasters	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		Retained	
COMMUNITY	3.1 Communities that plan for, and recover from, disasters	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	3.1.4.1 Undertake an annual audit of Victorian Bushfire Royal Commission recommendations and implement where appropriated	Delete	No longer relevant, all VBRC recommendations have been embedded in fire planning processes.
COMMUNITY	3.1 Communities that plan for, and recover from, disasters	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	3.1.5.1 Deliver ongoing fuel reduction programs with the community in strategic areas identified in partnership with the Municipal Fire Management Planning Committee	Revised	Amended to include partnership arrangement with MFMP
COMMUNITY	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		Retained	
COMMUNITY	3.2 Quality services allocated according to need	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	3.2.2.1 Develop a health and wellbeing profile and related service map for Lorne.	Revised	Anglesea now completed, 2016 - 2017 focus on Lorne.
COMMUNITY	3.2 Quality services allocated according to need	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	3.2.3.1 Implement year 2 actions from the Positive Ageing Strategy and Early Years and Youth Strategy	Revised	Focus on delivering year 2 actions.
COMMUNITY	3.2 Quality services allocated according to need	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		Retained	
COMMUNITY	3.2 Quality services allocated according to need	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	3.2.5.1 Continue to improve volunteer support systems.	Revised	Support systems established, focus on continuation of support.

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
COMMUNITY	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	3.3.1.1 Review the Domestic Animal Management Plan ready for adoption November 2017.	Revised	Local law was found to be in need of modernisation this should be a future. Current initiative for this year is the DAMP plan which has been budgeted for and will to be replaced with a new 4 year plan .
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	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.		Retained	
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	3.3.3 Strong limitations on gaming machines	3.3.3.1 Completed	3.3.3.1 Completed	Delete	Complete
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	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	3.3.4.1 Co-ordinate network meetings for Community Houses and support the network of Men's Sheds	Revised	Men's Sheds now established, 2016 - 2017 focus is on supporting the network.
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	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	3.3.5.1 Prioritise and implement local and regional health and wellbeing plan actions including recommendations from the Winchelsea health and wellbeing project and other township profiles as they are developed.	Revised	Addition of "other township profiles".
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	3.3.5 Annual monitoring and evaluation of the G21 Regional Health and Wellbeing Plan and Surf Coast Shire sub plan	3.3.5.2 Report to G21 and Council on the progress of implementation of the Surf Coast Shire Health and Wellbeing Plan		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
COMMUNITY	3.3 Preservation of peaceful, safe and healthy environments	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		Retained	
COMMUNITY	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	3.4.1.1 Implement Council's community leadership program	Revised	Focus on implementation of revised leadership program.
COMMUNITY	3.4 Building leadership and skills within the community	3.4.2 Support people to participate in community life	3.4.2.1 Redevelop Council's community leadership program	3.4.2.1 Redevelop Council's community leadership program	Delete	Same action as 3.4.1.1
COMMUNITY	3.4 Building leadership and skills within the community	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	3.4.3.1 Release an annual grants program in September and March.	Revised	Addition of March program.
INFRASTRUCTURE	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	4.1.1.1 Deliver the community facility mapping project to assess use of each facility	Delete	Completed in 2015 – 16.
INFRASTRUCTURE	4.1 Allocation of infrastructure according to need	4.1.2 Utilisation of community demographics to determine future infrastructure needs	4.1.2.1 Deliver Growing Winchelsea project	4.1.2.1 Continue to implement 'Growing Winchelsea – Shaping Future Growth' including the Growing Winchelsea Town Centre Structure Plan project.	Revised	Focus broadened from Growing Winchelsea project
INFRASTRUCTURE	4.1 Allocation of infrastructure according to need	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	4.1.3.1 Explore the option for development of a youth space in Winchelsea	Revised	Focus on development of a youth space rather than implementation of priority actions from Winchelsea Health and Wellbeing Plan.
INFRASTRUCTURE	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		Retained	

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THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	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	4.2.2.1 Review and prioritise the implementation of outstanding master plan actions in accordance with the principles and goals of Council's Open Space Strategy.	Revised	Focus now more on aligning with Open Space Strategy.
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	4.2.2 Review of master plans to determine deficiencies	4.2.2.2 Continue to implement the next stages of the Community and Civic Precinct Master Plan		Retained	
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	4.2.3 Ensure building codes are followed and improve accessibility	4.2.3.1 Undertake Accessibility Audits	4.2.3.1 Implement actions from Accessibility Audits undertaken	Revised	Focus on implementation of actions identified from completed Audits.
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	4.2.4 Maximise usage of Council buildings	4.2.4.1 Start to implement actions from the Community Buildings Study	4.2.4.1 Implement actions 2.1, 3.2, 5.1 and 5.2 from the Community Buildings Study.	Revised	Focus on implementation of specific actions
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	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	4.2.5.1 Explore feasibility of developing a Regional Hockey Strategy with Hockey Victoria via G21 Sport & Recreation Pillar.	Revised	Removed reference to Council's resolution.
INFRASTRUCTURE	4.2 Accessible and well maintained Council facilities	4.2.6 Annual update of interested communities in master plan priorities	4.2.6.1 Develop a community engagement approach for each new master plan	4.2.6.1 Implement Councils Capital Works Engagement Policy for all projects not requiring a planning permit (Projects <\$1M on Council owned or managed land).	Revised	Focus specifically on capital works engagement.
INFRASTRUCTURE	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	4.3.1.1 Review the 2015 Surf Coast Shire Road Network Plan	Revised	Plan has been prepared; focus now on review of Road Network Plan 2015.
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.2.a 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.	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.	Delete	Funded in 2016 – 17 budget.

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INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.2.a Undertake a series of advocacy campaigns for - The upgrade and funding roads that have significant traffic issues;	4.3.2.a.2 Lobby VicRoads on upgrades for the upgrade to Anglesea Road between Waurn Ponds and Bellbrae.		Retained	
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.2.a Undertake a series of advocacy campaigns for - The upgrade and funding roads that have significant traffic issues;	4.3.2.a.3 Lobby VicRoads on upgrades for the upgrade to Great Ocean Road roundabout in Anglesea	4.3.2.a.3 Lobby VicRoads on upgrades for the upgrade to Great Ocean Road roundabout in Anglesea	Delete	
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.2.b 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		Retained	
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.2.c Undertake a series of advocacy campaigns for - The implementation of the G21 Public Transport Strategy	4.3.2.c.1 Lobby for the implementation of actions in the G21 Public Transport Strategy	4.3.2.c.1 Continue to lobby for the implementation of actions in the G21 Public Transport Strategy	Revised	Focus is on continuing of lobbying efforts.
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	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	4.3.3.1 Lobby for the implementation of actions in the 2014 G21 Public Transport Strategy	Revised	Focus on 2014 G21 Public Transport Strategy
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	4.3.4 Review / update current pathways / cycling strategy	4.3.4.1 Undertake a desktop review Councils Pathway Strategy	4.3.4.1 Undertake an update of Councils 2012 Pathway Strategy	Revised	Focus on update rather than desktop review of 2012 strategy.
INFRASTRUCTURE	4.3 Enhance key rural and coastal roads and transport options	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	4.3.5.1 Consider broader issue of by pass as part for Growing Winchelsea project	Complete	As reported for 2015 – 16 end of year report.
DEVELOPMENT & GROWTH	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	5.1.1.1 Provide business support through the Economic development Unit as required	Delete	Refer existing action 5.2.3.1
DEVELOPMENT & GROWTH	5.1 Protect productive farmland and support rural business	5.1.2 Work with local businesses	5.1.2.1 Develop the Rural Hinterland Study	5.1.2.1 Develop the Rural Hinterland Study	Delete	Refer existing action 5.1.3.1

# COUNCIL PLAN 2013 - 2017

## YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
DEVELOPMENT & GROWTH	5.1 Protect productive farmland and support rural business	5.1.2 Work with local businesses	5.1.2.2 Undertake a commercial feasibility analysis of a variety of farming types (to be done in 2016/17)	5.1.2.2 Undertake a commercial feasibility analysis of a variety of farming types.	Delete	Refer existing action 5.1.3.1
DEVELOPMENT & GROWTH	5.1 Protect productive farmland and support rural business	5.1.3 Develop a rural hinterland strategy	5.1.3.1 Develop a map of rural areas including edible landscapes.	5.1.3.1 Complete the Hinterland Futures Study as part of the Towards Environmental Leadership Program	Revised	Focus expanded from developing a map of rural areas to revised action.
DEVELOPMENT & GROWTH	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	5.1.4.1 Complete land use audit by December 2015	Delete	Refer existing action 5.1.3.1
DEVELOPMENT & GROWTH	5.1 Protect productive farmland and support rural business	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 recycled water treatment plants		Retained	
DEVELOPMENT & GROWTH	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		Retained	
DEVELOPMENT & GROWTH	5.2 Encourage sustainable economic development and growth	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	5.2.2.1 Revise the Surf Coast Shire Economic Development and Tourism Strategy by June 2017	Revised	Deadline added
DEVELOPMENT & GROWTH	5.2 Encourage sustainable economic development and growth	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		Retained	

# COUNCIL PLAN 2013 - 2017

## YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
DEVELOPMENT & GROWTH	5.2 Encourage sustainable economic development and growth	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	5.2.4.1 Complete land use audit by December 2015	Delete	Refer existing action 5.1.3.1
DEVELOPMENT & GROWTH	5.2 Encourage sustainable economic development and growth	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	5.2.5.1 To be completed in 2016/2017	Delete	There are no commercial developments in Armstrong Creek to conduct an impact study on beyond what was done historically by Geelong.
DEVELOPMENT & GROWTH	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		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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.	5.3.4.1 Undertake a review of the marketing and promotion of events in the Surf Coast Shire.	Delete	Refer existing action 5.3.3.1
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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	5.3.5.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans	Delete	Refer existing action 5.3.1.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans.

# COUNCIL PLAN 2013 - 2017

## YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	5.3.7 Encourage a range of events to support year round tourism	5.3.7.1 Release the Event Grant Program each September		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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	5.3.8.1 Undertake an analysis of the Gateway Experience in Torquay to mark the Start of The Great Ocean Road	Revised	Focus expanded from Museum to include Gateway Experience.
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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		Retained	
DEVELOPMENT & GROWTH	5.3 Develop and grow sustainable year round tourism	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		Retained	
DEVELOPMENT & GROWTH	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	5.4.1.1 Completed	Delete	No action in 2016 – 17.
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	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 - completed	5.4.2.1 Deliver Growing Winchelsea Structure Plan and Place Making project - completed	Delete	This is completed and therefore no further reporting is required. It can be removed
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	5.4.2 Utilise structure plans and planning processes to encourage a diversity of housing stock across the Shire	5.4.2.2 Complete Torquay Town Centre Project	5.4.2.2 Continue to implement the Torquay Town Centre Project including completing the Torquay Car Parking Strategy Planning Scheme Amendment	Revised	Focus expanded to include Torquay Car Parking Strategy Planning Scheme Amendment.



# COUNCIL PLAN 2013 - 2017

## YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	5.4.2 Utilise structure plans and planning processes to encourage a diversity of housing stock across the Shire	5.4.2.3 Provide a report to Council on Affordable Housing	5.4.2.3 Consider diversity of housing stock and associated affordable housing issues in conjunction with investigation of permanent town boundaries as part of Towards Environmental Leadership Program	Revised	Affordable Housing not currently a high priority. Will be considered with the review of the permanent town boundaries so we identify how to achieve this without distorting the market and making land and housing unaffordable. Also see comment for this item repeated as 5.4.5.1
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	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 customer view point	5.4.3.1 Implement the New Planning Model Program	Revised	Focus from review to implementation of new Planning Model Program. This Project is funded to \$100 K. It is a major change management process to implement a new IT system using LEAN Six Sigma. Implementation is Phase 2 following on from the 2015/16 review.
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers)	5.4.3.2 Implement structure of customer focussed planning project by June 2016	5.4.3.2 Implement structure of customer focussed planning project by June 2016	Delete	Refer action 5.4.3.1
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	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	5.4.4.1 Develop Economic Development Strategy	Delete	Refer action 5.2.2.1

## COUNCIL PLAN 2013 - 2017

### YEAR FOUR ACTIONS - 2016 - 2017

THEME	STRATEGIC OBJECTIVE	STRATEGY	ACTION 2015 - 2016	PROPOSED ACTION 2016 - 2017	STATUS	REASON
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	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	5.4.5.1 Provide a report to Council on Affordable housing options	Delete	This has been completed with Council indicating affordable housing was not a focus for Council
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	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	5.4.6.1 Complete structure plans for townships and completed rural hinterland strategy to guide appropriate rural development by June 2016.	Delete	Refer action 5.1.3.1
DEVELOPMENT & GROWTH	5.4 Transparent and responsive land use and strategic planning	5.4.7 Complete a strategic planning framework for land use planning	5.4.7.1 Deliver strategic framework plan by June 2016	5.4.7.1 Deliver strategic framework plan by June 2017.	Revised	Updated for the next reporting period