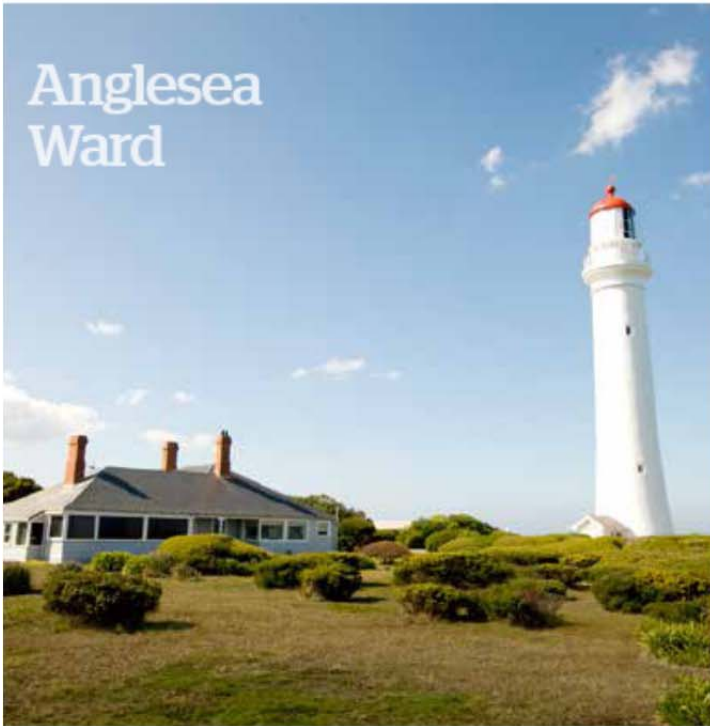


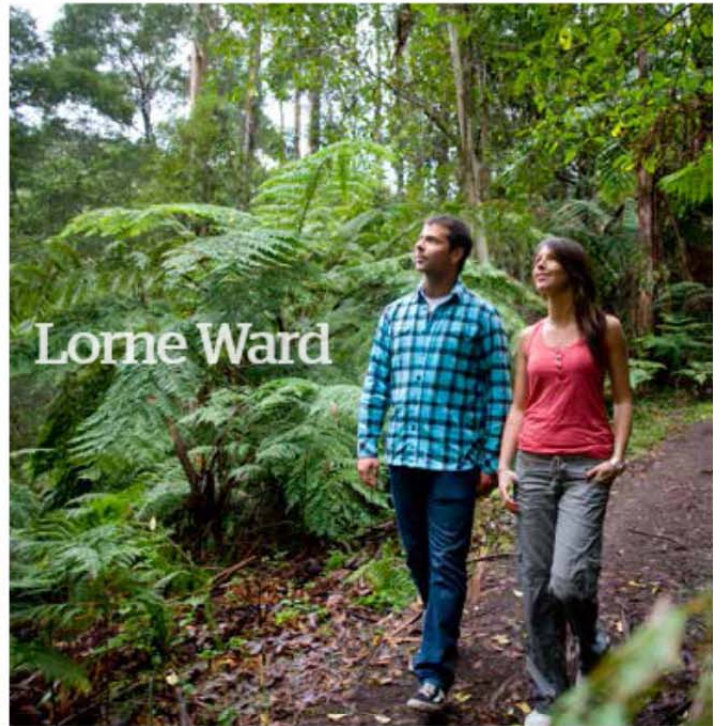
# Council Plan 2013 – 2017

## Final progress report for 2015 - 2016

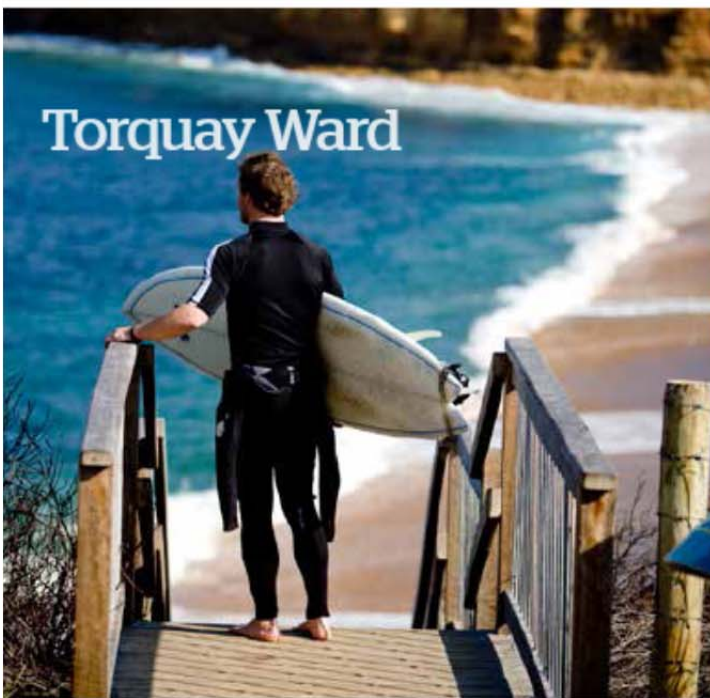
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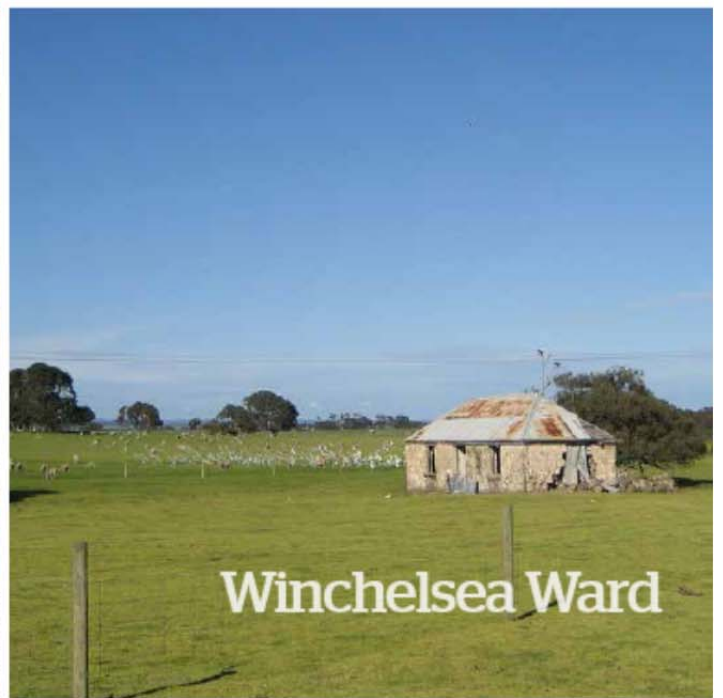
Lorne Ward



Torquay Ward



Winchelsea Ward



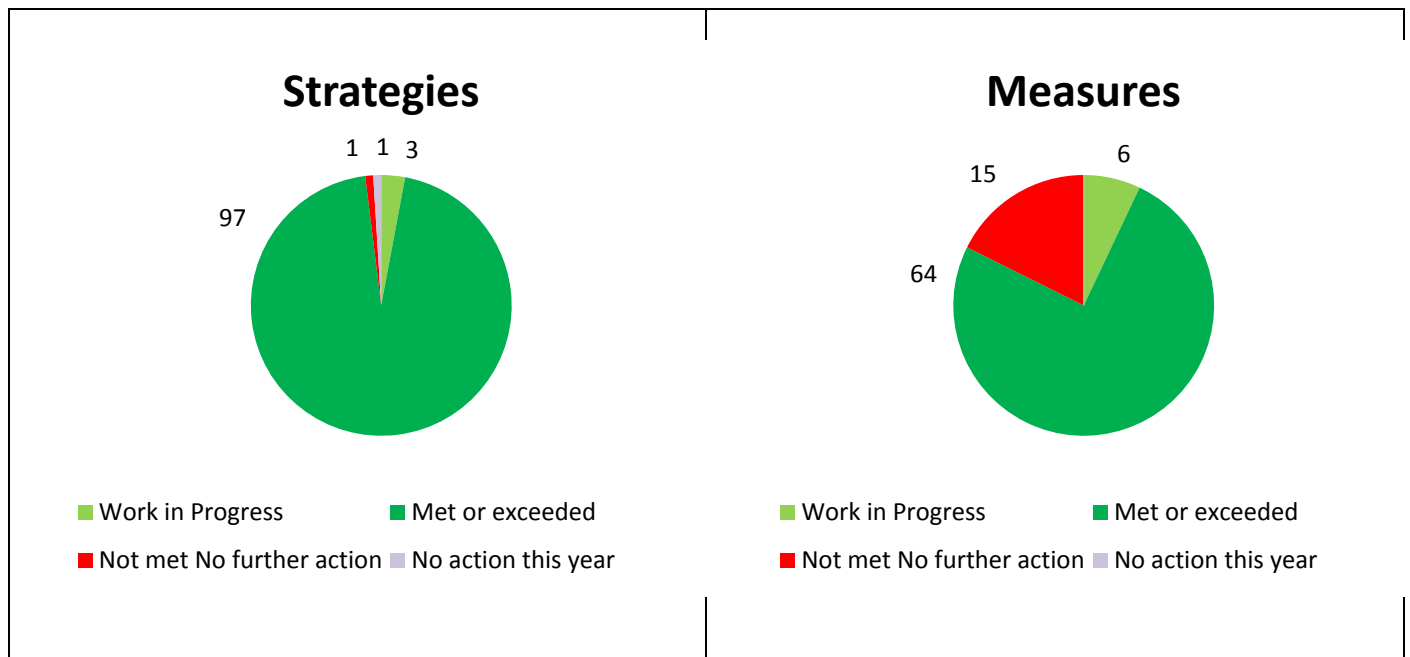
## Table of Contents

Executive Summary .....	3
Corporate Dashboard .....	3
Quarterly progress for strategies and measures .....	4
Comments where actions for strategies identified as “not met” .....	5
Comments where actions for strategies identified as “work in progress” .....	5
Comments where actions for strategies identified as “no action planned 2015 - 2016” .....	5
Comments where targets for measures identified as “not met” .....	6
Comments where targets for measures identified as “work in progress” .....	8
Strategies.....	9
Quarterly progress by theme, objective, strategy and action with officer comments .....	9
Measures .....	49
Quarterly progress by theme and measure with targets and supporting comments .....	49

# Executive Summary

## Corporate Dashboard

### Final progress report for 2015 - 2016



Status indicator	Work in progress	Met or exceeded	Not met	No action planned 2015 -16	Total
<b>Strategies</b>	3	97	1	1	<b>102</b>
<b>Measures</b>	6	64	15	-	<b>85</b>

## Quarterly progress for strategies and measures

Themes & Objective	Strategies				Measures			
<b>Environment</b>								
1.1 Preserve and enhance the natural environment		4				4		
1.2 Pursue alternative energies		2			1	1		
1.3 Leadership in innovative environmental practices		5			1	3		
1.4 Protect public open space and green belts		1					1	
<b>Governance</b>								
2.1 Robust risk management framework and processes		4				4		
2.2 High performing accountable organisation		5				8	2	
2.3 Long term financial viability	1	1			1	1		
2.4 Transparency in decision making and access to information		5				4		
2.5 Enhanced community engagement		8				2		
2.6 Advocate on behalf of our community		4				4		
<b>Community</b>								
3.1 Communities that plan for, and recover from, disasters.		5				4		
3.2 Quality services allocated according to need		5				3		
3.3 Preservation of peaceful, safe and healthy environments		6			1	4		
3.4 Building leadership and skills within the community		3				2	1	
<b>Infrastructure</b>								
4.1 Allocation of infrastructure according to need	2	1					1	
4.2 Accessible and well maintained Council facilities		6			1	4		
4.3 Enhance key rural and coastal roads, and transport options		7				4	1	
<b>Development &amp; growth</b>								
5.1 Protect productive farmland and support rural business		5				2	1	
5.2 Encourage sustainable economic development and growth		4		1		6	1	
5.3 Develop and grow sustainable year round tourism		10			1	3	4	
5.4 Transparent and responsive land use and strategic planning		6	1			1	3	
<b>END OF YEAR</b>	3	97	1	1	6	64	15	-
<b>MARCH QUARTER</b>	75	25	1	1	73	12	-	-
<b>DEC QUARTER</b>	81	19	1	1	74	11	-	-
<b>SEPT QUARTER</b>	87	12	1	2	78	7	-	-

### Notes:

#1 Nine of the actions to deliver strategies under the “Development and growth” theme identified as “not met” above will be delivered as part of the Hinterland Futures Study incorporated into the Environmental Leadership Program in 2016 – 17.

#2 Numbers in above table represent the number of strategies or measures by status

### Legend

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

### Comments where actions for strategies identified as “not met”

No.	Strategy	Action	Comment
1.	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.	Partly met via work undertaken by the Business Improvement Department regarding the Winchelsea and Aireys Inlet social housing units.

### Comments where actions for strategies identified as “work in progress”

No.	Strategy	Action	Comment
1.	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	In progress, addressed by Business Improvement Program.
2.	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	Council continues to explore the establishment of a youth space in Winchelsea.
3.	4.1.2 Utilisation of community demographics to prioritise future infrastructure needs.	4.1.2.1 Deliver Growing Winchelsea project	Council continued to support implementation of the plan in areas where it has responsibility and financial commitments in addition to ongoing advocacy on matters identified in the plan, eg. frequency of rail services.

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

No.	Strategy	Action	Comment
1.	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	At present there is no retail or commercial development in Armstrong Creek to enable an impact assessment to be undertaken. City of Greater Geelong has already undertaken an impact assessment based on planned development.

## Comments where targets for measures identified as “not met”

No.	Measure	Target	Comment
1.	1.4.1 Number of open space capital works projects annually that implement open space master plan actions.	Target = 8 including 7 from CAPEX program for 2015/16 and one carried over from 2014/15. Timeframe = Annually; Reported = Quarterly	There are currently 5 master plan actions being implemented from the CAPEX program.
2.	2.2.5 Improve customer service performance in independent measurement activities annually	Target = Create unit level customer service standards and share them with our community. Publish and report on council-wide service standards; Time frame = annually; Reported = annually	Business unit level customer services standards have been developed but are yet to be communicated with the community. In the meantime independent customer service benchmarking results saw Surf Coast Shire customer service ranked 3rd from 178 organisations for call answer time, operator performance and ability to deal with enquiry. State Government community satisfaction survey results continue to compare favourably with other large rural shires.
3.	2.2.6 Improve customer service performance in independent measurement activities annually	Target = Maintain an "Overall Performance" indexed score in the annual Community Satisfaction in Local Government Survey of = > 66; Time frame = annually; Reported = annually	Overall performance result for 2016 was 60, a decline of 6 points from 2015. This remains 6 points above the average for other large rural shires and 1 point above the state average.
4.	3.4.3 Value of grants provided to groups via the Small Grants Program	Target = \$45,000 per round (2 rounds); Time frame = annually; Reported = annually	Round 1 funding totalled \$31,750. Round 2 funding totalled \$30,150. Total funding allocated for the 2015-16 Small Grants program equals \$61,900. One of the reasons why the total expenditure on this program is lower than the stated target is due to the diversion of funds to the Events Grant Program which now considers community events which were previously funded via the Small Grants Program.
5.	4.1.1 Percentage of capital works program delivered by 30 June annually.	Target = 90%; Time frame = annually; Reported = annually	80%
6.	4.3.4 Length of road rehabilitations undertaken across the shire	Target = 50km; Time frame = annually; Reported = annually	24 km of gravel roads and 22km of sealed roads have been rehabilitated this year
7.	5.1.2 Deliver Rural Hinterland Strategy	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually	Rural Hinterland Strategy which is dependent on State Government funding not yet granted. Currently looking for alternative sources of funding
8.	5.2.6 Number of Regional, State and Federal strategies containing key Surf Coast	Target = 3 strategy documents containing projects; Time frame =	Surfing Industry Advancement now a priority project for G21 Economic Development. Several Surf Coast Shire

No.	Measure	Target	Comment
	Shire economic development and tourism projects.	annually; Reported = annually	projects identified in the Great Ocean Road Regional Tourism Strategy
9.	5.3.2 Report at least annually on Number of day-trippers, domestic overnight and international visitors to Surf Coast Shire.	Target = 2 million visitors in total to Surf Coast Shire; Timeframe = annually; Reported = quarterly	Latest figures provided by Tourism Victoria indicate: 1.84 million visitors in total. 1.0 million domestic day, 802,000 domestic overnight and 39,700 international for YE. 2015
10.	5.3.3 Number of enquiries to Visitor Information Centres.	Target = 309,126; Time frame = annually; Reported = quarterly	Total Visitor enquires for 2016 - 2016 financial year was 259,296. Decrease at Torquay due to more accurate collection of stats. Torquay Visitor Centre was also undergoing renovations from 1 July to 24 August resulting in significantly reduced numbers over that period. Lorne also closed for 3 days in Dec due to Extreme fire days and town evacuation. VIC's are moving towards an enhanced digital offering based on visitor information search patterns
11.	5.3.6 Number of Surf Coast Shire businesses engaged with Great Ocean Road Tourism.	Target = 5% increase pa from 2013 base of 396; Time frame = annually; Reported = annually	Latest figures provided by GORRT indicated 407 businesses representing 2.7% increase.
12.	5.3.8 Identify the economic impact of major events taking place in Surf Coast Shire and report on an annual basis.	Target = Report to Council; Time frame = in March each year; Reported = annually	Report to be delivered August 2016 for the 2015 - 2016 Financial year
13.	5.4.1 Percentage satisfaction for land use planning related measures.	Target = 55%; Time frame = annually; Reported = annually	DELWP Community Satisfaction Survey results for 2016 show a result of 50 in both the Planning Policy and Planning Permit services areas. Planning reform program is underway
14.	5.4.3 Average number of gross processing days to issue a planning permit.	Target = 100; Time frame = annually; Reported = annually	<p>The gross processing days for the year was 155 days.</p> <p>This result reflects the significant effort made to close out older applications that had become inactive (stale) and not progressed for various reasons. This has distorted the gross processing days for the year.</p> <p>The total number of applications received within the year was 838 with 808 being processed. This was a 21.9% increase in volume of applications received on the previous year.</p>
15.	5.4.4 Clear policy position to maintain green belts in the Municipal Strategic Statement (MSS)	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually	Dependent on the Rural Hinterland Strategy reliant on State Funding not yet granted.

## Comments where targets for measures identified as “work in progress”

No.	Measure	Target	Comment
1.	1.2.2 Number of viable alternative energy opportunities investigated.	Target = 2; Time frame = by 30 June 2017; Reported = annually	Currently a joint G21 submission has been submitted looking at Energy Efficient Light upgrades. Next opportunity is to review methane gas flaring opportunities for energy generation.
2.	1.3.3 The number of actions delivered from the Climate Change Strategy.	Target = 3; Time frame = by 30 June 2017; Reported = annually	Council is on track to meeting its emission reduction targets well before 2020. Multiple actions from the current Climate Change Strategy are completed or underway. Renewable energy is one of three key themes in Council's developing environmental leadership program
3.	2.3.1 Number of VAGO KPI's achieved	Target = 100%; Time frame = annually; Reported = quarterly	To be confirmed once end of financial year reporting has been completed.
4.	3.3.5 Number of new or upgraded recreational facilities delivered	Target = Deliver 2 new recreational facilities - Grenville Oval and Banyul Warri Fields Recreation, Play and Skate Zone; Time frame = by 30 June 2017; Reported = annually	On track - Banyul Warri Play and Skate Zone is in the delivery stage and will be completed in early 2016/17.. Grenville Oval development is also in the delivery stage and will be delivered in time for the Winter 2017 season as planned.
5.	4.2.3 Percentage of audited Council facilities compliant with physical accessibility.	Target = 80%; Time frame = by 30 June 2017; Reported = annually	40 building Audits completed; additional funding allocated in 2016 – 17 budget to continue program to complete all buildings by June 2017 and to develop a works priority plan
6.	5.3.1 Increase the percentage of events held in the off peak period (May – December).	Target = > 4; Time lines = by 30 June 2017; Reported = annually	Off peak events now comprise approx. 48% of all events in Surf Coast Shire (117 of 244 events). This does not include sporting events, farmers markets and events that do not need a permit.















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













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









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

Environment							
1.1 Preserve and enhance the natural environment	1.1.1 Review our Environmental Strategy (2006)	1.1.1.1 Complete high level "strategic land use planning map" integrated with economic development and planning and development					A high level draft map is complete and will be integrated into a Rural Hinterland Strategy.
	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					Rabbit management plans have been developed and largely implemented at Pettavel Road Reserve and Dickins Road, Freshwater Creek. A Rabbit Management workshop was held in May with landowners, agencies and interested community groups to help guide the development of Council's Rabbit Management policy. A draft Rabbit Management Policy is now being finalised and will be finalised with key stakeholders at a second workshop prior to being presented to Council for review at the September Council meeting.
	1.1.3 Protect and enhance biodiversity in Nature Reserves	1.1.3.1 Deliver nature reserve works plans in collaboration with community groups					Council has continued to consult with community groups such as ANGAIR, Torquay Coast Action and Torquay

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							Landcare on works in nature reserves such as rabbit warren removal, weed control and revegetation. Nature reserve improvement works have been undertaken in a various reserves throughout the Shire.
	1.1.4 Council to continue to advocate to all relevant political parties to extend the current moratorium on fracking to all other unconventional gas exploration and development extraction methods, unless and until there is a clear community mandate to proceed.	1.1.4.1 Implement Council resolutions on unconventional gas including preparation of a Council submission to the Parliamentary Inquiry on Unconventional Gas					Council has made submissions to both the Victorian Parliamentary Inquiry and Senate Select Committee of Inquiry into unconventional gas. On 7 June, the new Minister for Resources announced a further extension of the current moratorium on unconventional gas exploration and mining and committed to responding to the Victorian Parliamentary Inquiry when Parliament resumes in August.
1.2 Pursue alternative energies	1.2.1 Investigate the viability (practicality, efficiency, effectiveness) of alternative sources of sustainable power across council owned buildings.	1.2.1.1 Implement Federal Government funding for installation of solar panels on two approved community buildings					Federal grant funding of \$39,200 received and solar panels now installed on the Civic Precinct Grant Pavilion and at Mt Moriac Recreation Reserve.
	1.2.2 Support community programs that aim to make solar power accessible and cost-effective for residents	1.2.2.1 Contribute to and provide support to relevant community groups that seek to develop viable business cases for					Renewable Energy Roadmap funding application submitted. Supported solar crowd funding model at Aireys Inlet Primary School. Ongoing discussions being held with organisations













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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	and businesses.	community solar projects					such as ReEnergise Geelong, Positive Charge to discuss collaboration opportunities in SCS. Established a community renewable energy taskforce to achieve 25% renewable energy by 2020.
1.3 Leadership in innovative environmental practices	1.3.1 Research, and where feasible deliver opportunities for enhanced organic waste diversion and recycling.	1.3.1.1 Work with Barwon South West Regional Waste Management Group to identify opportunities suitable to our region					Currently working with BSWRWMG on Regional Action Plan. Waste and Environment teams are also working together under the 'Environmental Leadership' banner to explore a local organics project to explore viability and grow engagement.
	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					In April, Council adopted a Plastic Wise Policy for events/markets on Council managed/owned land. The Great Ocean Road Coast Committees (GORCC) board adopted a similar policy in June. New portable drinking fountains are being used to replace plastic water bottles. Staff training to facilitate awareness of the new Policy is underway. Council continued to partner with Plastic Bag Free Torquay to deliver a variety of Plastic Wise community initiatives, including the installation of 20 "Remember your reusable bag signs" in all 4 council wards. Plastic Wise

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							stickers are being distributed to local businesses that support the Policy.
		1.3.2.2 Undertake a workshop session on this topic and provide advice to Council on possible actions to be undertaken					An Environmental Risk Analysis Program (ERAP) workshop on plastic bags held in 2014 - 15 and Plastic Wise resolution adopted by Council in November 2014. New Council PlasticWise logo and BYO H2O logo and campaign also developed.
		1.3.2.3 Develop a Waste Wise Policy					Council adopted Plastic Wise Events & Markets Policy at April 2016 council meeting.
1.3 Leadership in innovative environmental practices continued ...	1.3.3 Drinking water fountains in all town centres to reduce reliance on plastic bottles.	1.3.3.1 Install fountains / water bottle fill points at remaining approved locations in townships					3 new fountains are being installed at Deep Creek Reserve, Torquay; Deans Marsh Recreation Reserve; Winchelsea Riverbank and Newling Reserve, Moriac.
	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					Edibles planter boxes and tubs for traders installed with herbs and fruit trees for Anglesea Edible Street Project. Consultants interviewed for the Local and Sustainable Food Policy. Partnered with Aged and Family Services on Fair Food Anglesea – a food security project that provides low cost fruit and vegetables to vulnerable families in Anglesea and teaches them how to cook

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							and eat nutritious food. Supported Eat Local Month in April. Working with Australian Marine Conservation Society and RACV on Good Fish event. Continued to assist all our local community gardens with their needs.
	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.					Coordinated Working Group briefing at Anglesea Futures Open House on 29 April regarding short and long term management options for the river. Assisted DELWP in running of Anglesea Futures Program which includes a focus on the Anglesea River.
1.4 Protect public open space and green belts	1.4.1 Review Surf Coast Shire Open Space Strategy.	1.4.1.1 Complete development of a new Open Space Strategy and start to implement					The final Open Space Strategy 2016 - 2025 document was adopted by Council at its meeting on 28 January 2016.
<b>Governance</b>							
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					The risk matrix has been reviewed, updated and included in the risk register to support current business activities. Council's internal auditors ran a strategic risk workshop identifying a number of strategic risks. The strategic

























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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							risks have been included in the risk register following a review by the risk owners. The risk matrix has been updated.
2.1 Robust risk management framework and processes continued ...	2.1.2 Stocktake of leases, licences and agreements with a risk focus.	2.1.2.1 Develop an integrated lease and license register					Integrated lease and licences register developed.
	2.1.3 Ensure business continuity preparedness.	2.1.3.1 Conduct one business interruption exercise in 2015/2016					A facilitated business continuity exercise was completed in June 2016. This included an emergency evacuation exercise and review of business continuity plans.
	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					Accreditation is a three year cycle which commenced in April 2015.  Second follow up audit was held in April 2016 resulting in 3 minor non-conformances being closed, 2 were continued and will be reviewed in next audit. One new non-conformance was identified.  Next audit will be conducted in October 2016.
2.2 High performing accountable organisation	2.2.1 Ensure the organisational structure is capable of delivering on the Council Plan	2.2.1.1 Organisational structure capacity will be monitored and adjusted as part of the CEOs objectives					Organisational restructure was completed in 2014-15.  Capacity will continue to be monitored and responded to in accordance with relevant

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









Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							business needs.
	2.2.2 Review the Council governance structure.	2.2.2.1 Completed					Organisational restructure was completed in 2014-15. Capacity will continue to be monitored and responded to in accordance with relevant business needs.
	2.2.3 Increase capability in analysing and managing contentious issues.	2.2.3.1 Completed					Checklist and calendar developed for Local Government Act requirements.
2.2 High performing accountable organisation continued ...	2.2.4 Undertake a scheduled program of service reviews aimed at improving efficiency and effectiveness in service delivery in accordance with agreed principles.	2.2.4.1 Develop and implement an ongoing program of service reviews					Business Improvement program has been approved, including a set of guiding principles. Reviews have commenced with two completed and five underway / nearing completion.
	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					The Mayor and CEO attended the Australian Local Government Association National Assembly in June. Deputy Mayor and CEO attended the G21 delegate's trip to Canberra in March to outline priority projects to the Prime Minister, federal ministers, and shadow ministers. CEO appointed to the MAV Digital Taskforce to lead digital reform in the sector. Mayor appointed to the Local

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













Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							Government Minister Advisory Panel which seeks to better understand the issues impacting local government and develop policy responses and reforms that will strengthen the sector.
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					In progress, addressed by Business Improvement Program.
	2.3.2 Annual update of strategic resource plan.	2.3.2.1 Update Strategic Resource Plan by 30 June					Completed in conjunction with 2016 - 17 annual budget.
2.4 Transparency in decision making and access to information	2.4.1 Communicate decisions clearly and in a timely manner.	2.4.1.1 Publish the Council Agenda and Minutes on the Council website within specified timeframes					Council's Agendas and Minutes have been published on the website within the specified time frames.
	2.4.2 Provide relevant and easy to understand information to the community through a broad range of communication channels.	2.4.2.1 Redesign monthly financial report					Will be driven by the Long Term Financial Plan design pending completion.
		2.4.2.2 Provide all available programs on the website					Complete.
		2.4.2.3 Communicate Council decisions through multiple channels including					With over 100 services delivered by Council, providing information about all programs makes use of the website







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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		print and social media releases and Council publications					difficult for the user. The majority of program information is available on the website and a web review is underway to make the website easier to navigate and provide most relevant information.
		2.4.2.4 Communicate Council decisions through multiple channels including print and social media releases and Council publications					Council decisions communicated through multiple channels including print and social media, website and Council publications. Examples this quarter include post Council meeting video updates, Spring Creek Structure Plan, Electronic rates notices, Youth Awards, IDAHOT Day, National volunteers week, reTHINK disABILITY State Award, Lorne Men's Shed opening, Winchelsea Cairn Launch, Arts Trail registrations and Towards Environmental Leadership program.
2.4 Transparency in decision making and access to information continued ...	2.4.3 Ensure decision-making is as transparent as possible.	2.4.3.1 Communicate information via multiple channels with an emphasis on high quality publications and increasing use of digital channels such as the website and social media					Communicating via multiple channels happening through videoing Mayor video clips following Council meetings, Council's first digital strategy - Towards Environmental Leadership and Grass Tree Park Master plan. Social media campaigns and communication included Kinder enrolments, Casuarina program applications, NAIDOC Week,









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							<p>IDAHOT Day and Youth Survey Publications continue to be produced for many Council services at a high standard. Examples include; 2016 - 17 Budget and Maps, Development of Road Safety Strategy, Arts Trail brochure Budget documents and maps Groundswell – April and July Environmental leadership presentation Renewable Energy taskforce briefing paper Economic Snapshot update.</p>
		2.4.3.2 Publish the Council Agenda and Minutes on the Council website within 48 hours of Council meeting					All Council Agendas and Minutes are published within 48 hours of a Council meeting.
	2.4.4 Ensure Council meetings are held across the Shire.	2.4.4.1 Hold three Council meetings outside Torquay					Meetings held in Anglesea, Winchelsea and Lorne in 2016.
2.4 Transparency in decision making and access to information continued ...	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.					<p>All media enquiries responded to in one business day.</p> <p>Strong relationships continue to be fostered with key media outlets. Media attendance at all 18 Council meetings and key events such as the launch of the Winchelsea World War 1 Cairn, Testing the Water Forums, Planning hearing of</p>












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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							<p>submissions presented further opportunity to strengthen these relationships.</p> <p>Multiple media release issued each week in 2015 - 16 including:</p> <ul style="list-style-type: none"> <li>• Coast events go plastic wise</li> <li>• Council to exhibit draft Spring Creek Plan</li> <li>• Advocating for our whole shire</li> <li>• A budget for today and tomorrow</li> <li>• Working bees keep bike park rolling</li> <li>• Community Satisfaction Survey</li> <li>• Council calls for expressions of interest to build Torquay North Children's Centre</li> <li>• reTHINK disABILITY community campaign recognised at Victorian Disability Awards</li> <li>• Lorne Men's Shed is now open</li> <li>• Community groups benefit from \$30,500 in small grants.</li> </ul>
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					Online engagement tool "Surf Coast Conversations" used to engage on projects during 2015 - 16 including:













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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		engagement activities.					<ul style="list-style-type: none"> <li>• Council's purpose and direction,</li> <li>• Draft 2016 - 17 Budget,</li> <li>• Grass Tree Park Master Plan,</li> <li>• Spring Creek Structure plan and</li> <li>• Environmental Leadership.</li> </ul>
		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.					Engagement toolkit created in 2015 - 16 and embedded in the online community engagement tool.
	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					<p>Communication and engagement planning is integrated in the work of the Program Management Office for all relevant projects. Communication and community engagement plans developed for key projects. Community engagement for projects:</p> <ul style="list-style-type: none"> <li>• Stribling Reserve Masterplan,</li> <li>• Spring Creek Structure Plan,</li> <li>• Bellbrae Hall Upgrade,</li> <li>• Grass Tree Park Master plan and</li> <li>• Torquay North Children's Centre.</li> </ul>









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		2.5.2.2 Coordinate Council's community engagement					Engagement calendar and Project Plans developed to improve planning of engagement activities. Continued use of Online Engagement Tool "Surf Coast Conversations" to coordinate engagement activities and make them visible to community members and Council staff.
		2.5.2.3 Review the Council's existing web-based engagement tool					A review has been conducted of Council's web based engagement tool used prior to 2016. A new tool is currently being used for online engagement.
2.5 Enhanced community engagement continued ...	2.5.2 Provide opportunities for all members of the community to engage with Council on issues that matter to them continued ...	2.5.2.4 Establish an ongoing community consultative group.					<p>Ongoing community consultative groups are continuing. Examples include:</p> <ul style="list-style-type: none"> <li>• All Abilities Advisory Committee,</li> <li>• Environment and Rural Advisory Panel and the</li> <li>• Planning Committee</li> <li>• A project community panel was established to consult on the Spring Creek Structure Plan during 2015 - 16.</li> <li>• The 25% by 2020 Taskforce was established during the June quarter to inform how the municipality can reach 25% renewable</li> </ul>









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							energy by 2020.
	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					New Councillor Code of Conduct adopted. Staff media liaison policy developed and in place. Councillors continue to be updated on upcoming community events and engagement opportunities through the weekly Councillor Digest and via Councillor calendars.
		2.5.3.2 Invite all Councillors to Surf Coast Shire Council events					Standard procedure is to invite Councillors to all Council-initiated events.
2.5 Enhanced community engagement continued ...	2.5.4 Build strong relationships with community interest groups.	2.5.4.1 Continue to work with community groups and enable presentation to Council as required					<p>Community members and groups continue to present to Council. Formal opportunities include:</p> <ul style="list-style-type: none"> <li>• 18 Council meetings held in 2015 - 16.</li> <li>• Eight Hearing of Submission committee meetings convened for the year</li> </ul> <p>Other presentation included:</p> <ul style="list-style-type: none"> <li>• Jan Juc SLSC request for financial support,</li> <li>• Torquay RSL request for financial support,</li> <li>• Sporting clubs expression of interest into Sport and Recreation Grant application</li> </ul>

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





Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							<ul style="list-style-type: none"> <li>Establishment of the Tourism Reference Group.</li> </ul>
	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					<p>Councillors were invited to Council events and events of interest to our community. Examples include:</p> <ul style="list-style-type: none"> <li>Community Grants Ceremony,</li> <li>IDAHOT Day,</li> <li>National Volunteers Week,</li> <li>Winchelsea WW1 Cairn Launch,</li> <li>Lorne Men's Shed opening,</li> <li>Surf Coast Awesome Youth Awards,</li> <li>Arts Trail Launch,</li> <li>Citizenship Ceremony,</li> <li>Funding announcement for South Beach Road Roundabout,</li> <li>Anglesea Cricket upgrade,</li> <li>Spring Creek Netball and</li> <li>Election commitment for Blackspot road funding</li> </ul>
2.5 Enhanced community engagement continued ...	2.5.6 Report current community engagement activities (and opportunities) to Council.	2.5.6.1 Advise Council of community engagement activities					<p>Councillors advised of community engagement activities via Councillor Digest, calendar invitations, direct emails and officer conversations. This includes Council-led and other agency-led engagement. Examples include:</p> <ul style="list-style-type: none"> <li>Draft 2016 - 17 information</li> </ul>

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



















Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							<p>sessions and stakeholder meetings,</p> <ul style="list-style-type: none"> <li>• Testing the Water forums,</li> <li>• Meetings with Growing Winchelsea Inc. and Committee for Lorne,</li> <li>• Anglesea Futures Consultation (DEWLP),</li> <li>• Budget information sessions,</li> <li>• Spring Creek Structure Plan and</li> <li>• Grasstree Park Master plan.</li> </ul>
	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.					The annual Department of Environment, Water, Land and Planning (DEWLP) Community Satisfaction Survey results received during the quarter reinforce the importance of communication and engagement. A recent readership survey during the quarter demonstrated a community expectation that hard copy written communication continues to be an option.
	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.					<p>Core beliefs that have been adopted in the Communication and Community Engagement Strategy have guided our work in quarter 4. Examples include:</p> <ul style="list-style-type: none"> <li>• Increased use of video to provide information in a</li> </ul>



















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							<p>more progressive medium.</p> <ul style="list-style-type: none"> <li>• Djilla Tjarri skate and play zone plans made simple by a 3D fly through.</li> <li>• Online engagement tool upholds the belief of being trustworthy.</li> <li>• Responsiveness was a key ingredient in the Otway Fire recovery communication activities.</li> <li>• Testing the Water was an example of a progressive approach or sharing costs of a project with the community drawing a large response.</li> </ul>
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					<p>Over 20 meetings were held in 2015 - 16 with Federal and State MP's, candidates and their advisors. The Federal Election presented multiple opportunities for meetings with the local Federal Member, candidates and their advisors. The G21 Delegates visit, attended by the Deputy Mayor and CEO presented opportunity to meet with 11 Federal Members, Ministers and Shadow Ministers. Council staff strengthened relationships with Federal electorate officers and campaign managers. Regular communication and meetings held with State</p>













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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							members and Ministerial advisors occurred in 2015 - 16.
		2.6.1.2 Identify Councils advocacy priorities.					Council adopted advocacy priorities in April 2016 by reviewing contractual commitments, asset renewal obligations, Council strategies and new ideas.
		2.6.1.3 Develop and implement actions plans for each priority					Council developed and implemented an advocacy plan in the lead up to the Federal election. This included direct communication with candidates, sharing priorities with regional partners such as G21, financial modelling for projects, collaborating with community groups for priorities important to them.
		2.6.1.4 Ensure representation at all G21 board meetings					Surf Coast attendance at all G21 Board meetings.
		2.6.1.5 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework					Council adopted Federal Election priorities and implemented advocacy plan in 4 <sup>th</sup> quarter. Advocacy will be ongoing as planning continues.
2.6 Advocate on behalf of our community continued ...	2.6.2 Identify and build strong strategic relationships at the local, regional, state	2.6.2.1 Identify key partners based on importance and quality of relationship					Council identified and fostered key relationships during the Federal Election advocacy campaign. Relationships with key Ministerial advisors and

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	and national levels.						electorate officers have progressed significantly during the year.
		2.6.2.2 Map out a relationship action plan					A relationship model was developed with State and Federal Government Ministers, MPs, candidates and advisors during the year.
		2.6.2.3 Identify key third parties and assign a relationship manager					Senior officers have commenced relationship management with a number of key partners such as BikeSafe, VicRoads, Deakin University, Surfing Victoria and the surf industry, and numerous government departments.
	2.6.3 Influence decision makers to secure positive outcomes for the community	2.6.3.1 Implement Council's Federal Election Advocacy Plan and develop a longer-term advocacy framework					Council adopted Federal Election priorities and implemented advocacy plan in 4th quarter. Advocacy will be ongoing as planning continues.
	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					Council shared information about the advocacy program with the community including project concept information and project costs where appropriate. This information was publically available on the website and communicated to the media via a media release.

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		2.6.4.2 Share and celebrate successes with community members					Council participated in and celebrated funding announcements including South Beach Road roundabout funding, Anglesea Cricket Pavilion and Spring Creek Netball pavilion. Council representatives attended the \$2M election commitment for Blackspot Road funding during the Federal Election Campaign. Full outcome of the election announced after the completion of the 2015 - 16 year end.
		2.6.4.3 Continue the conversation with community about need and aspiration					Community members were encouraged to share with Council the needs and aspirations via Testing the Water consultation, Spring Creek Structure Plan engagement, the Draft Budget engagement. Meetings with key resident and business groups continued (e.g. Growing Winchelsea, Committee for Lorne, Anglesea Futures).
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					Council activated its emergency management arrangements during the Wye River - Jamieson Track Fire. The fire provided a unique learning and organisational development opportunity. Debriefs and reviews of Council's actions support that









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							Council's response was effective. Identified learning's and opportunities from debriefs have been incorporated into Council's Emergency Relief Centre Standard Operating Guidelines and annual training program for Council staff in July 2016.
	3.1.2 Establish and maintain working relationships with emergency services and relevant stakeholders to ensure preparedness in the event of an emergency.	3.1.2.1 Conduct four Municipal Emergency Management Planning Committee (MEMPC) meetings					The Municipal Emergency Management Planning Committee has met quarterly, with additional meetings held as required.
	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					Community Emergency Risk Assessments (CERA) and sub plans are either developed or underway and ongoing as part of our municipal emergency management plans
	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					The Victorian Bushfire Royal Commission recommendations now integrated in municipal fire planning processes.
	3.1.5 Continue to deliver programs to reduce excessive bushfire	3.1.5.1 Deliver ongoing fuel reduction programs with the					All major fire fuel reduction works programs have been completed for the 2015 - 16

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	fuels in high risks areas, for example the Weeds to Mulch program	community in strategic areas identified by the Municipal Fire Management Planning Committee					year.
3.2 Quality services allocated according to need	3.2.1 Determine appropriate mechanisms to assess service need.	3.2.1.1 Develop and implement an ongoing program of service reviews					Business Improvement program has been approved, including a set of guiding principles. Reviews have commenced with two completed and five underway and nearing completion.
	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					Profile for Anglesea has been completed with an action plan developed to address areas where improved health and wellbeing outcomes are sought. Action plan implementation has commenced
	3.2.3 Implement key community services strategies including Access & Inclusion Positive Ageing, Early Years and Youth.	3.2.3.1 Implement year 1 actions from the Positive Ageing Strategy and Early Years and Youth Strategy					Action plans completed and implementation of activity is progressing according to plan for year one of the strategies.
	3.2.4 Ensure high quality community services are provided	3.2.4.1 Participate in quality assessment and rating visits and implement improvement action plans					Participation in all scheduled assessment and rating visits has been completed with full compliance achieved across all assessed programs. Quality and Service improvement plans have been developed for the year which have been implemented and reported to

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

















Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							funding bodies
	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					<p>Liaised with volunteer supervisors to develop and maintain a volunteer register, ensuring compliance with mandatory skills or qualifications such as police checks and / or working with children checks.</p> <p>Created and maintained electronic volunteer personnel records.</p> <p>Developed and implemented a consistent process for the engagement of volunteers including an online volunteer's application process.</p> <p>Redeveloped the volunteer's area of the Surf Coast Shire web page.</p> <p>Developed an internal volunteer's steering committee as well as well as establishing organisational policies relating to volunteers.</p> <p>Created the volunteer handbook for all new and existing volunteers to provide them with the required information needed to complete their role with Council.</p>
3.3 Preservation of peaceful, safe and healthy	3.3.1 Monitor and enforce where required relevant legislation to	3.3.1.1 Ensure Local Law No. 1 Community Amenity is consistent					Local Law No 1 Community and Amenity was reviewed against the Ministers Guidelines for Local Laws

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

















Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
environments	ensure a safe and peaceful community including residential amenity, safety in public places and community liveability.	with the Local Government Act and relevant legislation					which illustrates best practice in the industry. The review commenced in April 2016 and was completed by 30 June 2016.
	3.3.2 Continue to drive and dedicate resources to Community Impact Advisory Committees (CIAC) to manage events throughout the Shire that impact on communities.	3.3.2.1 CIAC meetings held in Torquay, Anglesea and Lorne.					All CIAC meetings held as scheduled for 2015. New roster for 2016 has been developed. Meetings held in Lorne (February and June) and Torquay (February and May) and Anglesea (April).
	3.3.3 Strong limitations on gaming machines.	3.3.3.1 Completed					Completed 2014 - 15.
	3.3.4 Support a wide-range of community groups to improve community wellbeing	3.3.4.1 Co-ordinate network meetings for Community Houses and work to establish a network for Men's Sheds					Quarterly Community House Network Meetings held. Next meeting is 21 July 2016.  Quarterly Heads of Men's Sheds Network Meetings held, latest meeting was held 25 May 2016. Task is ongoing.
	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					Projects from the Winchelsea health and wellbeing profile action plan have been implemented and transitioned to relevant groups or departments to ensure sustainability. The Anglesea health and wellbeing profile has















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
		project					been completed with the action plan to be implemented over 2016 - 17.
3.3 Preservation of peaceful, safe and healthy environments continued ...	3.3.5 Annual monitoring and evaluation of the G21 Regional Health and Wellbeing Plan and Surf Coast Shire sub plan continued ...	3.3.5.2 Report to G21 and Council on the progress of implementation of the Surf Coast Shire Health and Wellbeing Plan					Quarterly reports prepared and submitted to Council. Midway report provided to G21 earlier in 2015. Discussion has commenced at G21 on future planning and reporting arrangements.
	3.3.6 Maintain, enhance and develop community and recreational facilities to improve community wellbeing.	3.3.6.1 Deliver community and recreational facilities as outlined in Council budget					Projects being delivered in accordance with Council's Capital Works Program. The new Project Management delivery framework is being tested with a number of these projects.
3.4 Building leadership and skills within the community	3.4.1 Support people to build their community leadership and develop their skills.	3.4.1.1 Redevelop and implement Council's community leadership program					The Casuarina community leadership program was delivered in 2015 - 16 with a focus on Environmental Leadership and improved community engagement practices. Program participants with a budding idea for a social enterprise, a new business or a community project were mentored to get their idea started in this year's Casuarina program.
	3.4.2 Support people to participate in community life	3.4.2.1 Redevelop Council's community leadership program					Council's community leadership <a href="#">program</a> has been redeveloped and was delivered in 2016 for









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							the second consecutive year.
	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					<p>First Round of Surf Coast Small Grants program complete. 23 x applications funded totalling \$31,750.</p> <p>Second round complete, with 17 x applications funded totalling \$30,150. Total Small Grants Program expended in 2015 - 16 was \$61,900</p>
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					This project was completed in 2014 – 2015.
	4.1.2 Utilisation of community demographics to prioritise future infrastructure needs.	4.1.2.1 Deliver Growing Winchelsea project					Council continued to support implementation of the plan in areas where it has responsibility and financial commitments in addition to ongoing advocacy on matters identified in the plan, e.g. frequency of rail services.
	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					Council continues to explore the establishment of a youth space in Winchelsea.









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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
4.2 Accessible and well maintained Council facilities	4.2.1 Ongoing review of maintenance service levels.	4.2.1.1 Review Building Maintenance Service Level Agreement					Service levels review completed.
	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					<p>Council achieved delivery of actions where it has autonomous responsibility and therefore this action is considered to be essentially met. Completed actions include:</p> <ul style="list-style-type: none"> <li>• Growing Winchelsea Structure Plan adopted in May 2015</li> <li>• Aireys Inlet Structure Plan adopted in November 2015.</li> </ul> <p>The Torquay CBD project is dependent on external funding that is not yet forthcoming.</p>
		4.2.2.2 Continue to implement the next stages of the Community and Civic Precinct Master Plan					<p>Djilla Tjarri Play and Skate Space running behind schedule and anticipated completion is mid-August 2016. Opening to be scheduled late September / early October 2016. Grenville oval construction on track to open for next seasons winter competition (April 2017). The Grenville Oval car park design is progressing and will be completed prior to the start of the 2017 winter season. Feasibility Study for Indoor Stadium is complete with report presented to Council in May</p>





















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							2016. The latest Banyul Warri Advisory Group meeting was held in March 2016. Council submitted an SRV major application to construct the 3rd soccer pitch including a power upgrade.
	4.2.3 Ensure building codes are followed and improve accessibility.	4.2.3.1 Undertake Accessibility Audits					The 2015 - 16 program for Building Access Audits is complete. These included all kindergartens, senior citizens and large sporting facilities. Funds requested in the 2016 - 17 to complete final audits.
	4.2.4 Maximise usage of Council buildings	4.2.4.1 Start to implement actions from the Community Buildings Study					The Community Buildings Study 2014-15 Report included 5 recommendations adopted by Council. Implementing action 5 has commenced. In the year to date the Study has been called on 16 times to inform a range of Council work. Examples include Access and Inclusion buildings/community group's attributes analysis, Stribling Reserve Master plan, Indoor Sports Stadium Feasibility Study, Senior Citizens planning and the Anglesea Health and Wellbeing profile/action plan. Action 2. The development of a community buildings policy is in the scoping stage and a discussion with Councillors has been held around principles.

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	4.2.5 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					A report detailing the progress of actions relating to a synthetic hockey pitch in Torquay was presented to Council in December 2015. Council resolved to continue to advocate for the development of a G21 Regional Hockey Strategy as a regional planning priority(after netball) and support growth in participation through an increased allocation of access to training and playing facilities at Banyul Warri fields when the second oval is constructed in April 2017.
	4.2.6 Annual update of interested communities in master-plan priorities	4.2.6.1 Develop a community engagement approach for each new masterplan					A draft brief for master plans including community engagement and stakeholder analysis has been prepared. This has been used as the basis for the current master plan work for Stribling Reserve which is testing a new engagement model in accordance with the IAP2 spectrum. Once a model is agreed this information will be shared with the Program Management Office with a view to consolidating tools available for community engagement in master planning works for future project managers.





















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
4.3 Enhance key rural and coastal roads and transport options	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.					Presented to Councillors on 6 October 2015 for noting. Plan has been finalised and will be reviewed annually.
	4.3.2.1 Undertake a series of advocacy campaigns for - The upgrade and funding roads that have significant traffic issues;	4.3.2.a.1 Lobby VicRoads on upgrades for the installation of traffic signals at the Surf Coast Highway / Beach Road intersection in Torquay.					Council was successful with TAC black spot funding bid with VicRoads for South Beach Rd intersection which allowed Developer Contributions funding to be allocated to Beach Rd. This project is now approved for delivery in 2016 - 17.
		4.3.2.a.2 Lobby VicRoads on upgrades for the upgrade to Anglesea Road between Waurn Ponds and Bellbrae.					VicRoads have started acquisition process but have not confirmed an official position. Is also listed in draft G21 Road transport plan as required for development in the short term.
		4.3.2.a.3 Lobby VicRoads on upgrades for the upgrade to Great Ocean Road roundabout in Anglesea.					VicRoads have funding to proceed with this project. Build will be in 2016 - 17.
	4.3.2.2 Undertake a series of advocacy campaigns for - The improvement of key external transport links into the Shire; and	4.3.2.b.1 Continue to lobby for identification of transit corridor between Armstrong Creek and Torquay.					Discussions continuing.

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













Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	4.3.2.3 Undertake a series of advocacy campaigns for - The implementation of the G21 Public Transport Strategy	4.3.c.1 Lobby for the implementation of actions in the G21 Public Transport Strategy					Aspects such as new bus route in Torquay have been implemented. Lobby through G21 transport pillar.
	4.3.3 Public transport needs assessment with proposed solutions.	4.3.3.1 Lobby for the implementation of actions in the G21 Public Transport Strategy					Aspects such as new bus route in Torquay have been implemented. Lobby through G21 transport pillar.
	4.3.4 Review/update current pathways/cycling strategy.	4.3.4.1 Undertake a desktop review of Councils Pathway Strategy					Desktop review completed and priorities added to 2016 - 17 budget
	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					The issue was considered as part of the Growing Winchelsea project, which has completed this action. There was a recognition that a bypass is unlikely to be supported in the short to medium term, although in the longer term as the town grows it may become a more realistic and warranted option. The Growing Winchelsea project recommended that the Beyond 10 Years Structure Plan include investigating the feasibility of providing a heavy vehicle bypass route.

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













Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
5.1 Protect productive farmland and support rural business	5.1.1 Work jointly with businesses to support grants for businesses to set up in Surf Coast Shire	5.1.1.1 Provide business support through the Economic development Unit as required.					Responded to approx. 1,500 requests from businesses and business groups since August 2015 for the 2015 - 2016 financial year.
	5.1.2 Work with local businesses	5.1.2.1 Develop the Rural Hinterland Study.					Stage 1 - Commence building profile of Hinterland started with over 130 surveys completed. The balance of this action will be delivered via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016-17.
		5.1.2.2 Undertake a commercial feasibility analysis of a variety of farming types					To be delivered via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016-17.
	5.1.3 Develop a rural hinterland strategy	5.1.3.1 Develop a map of rural areas including edible landscapes.					To be delivered via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016 - 17.
	5.1.4 Undertake a land use audit of rural land	5.1.4.1 Complete land use audit by December 2015					Survey developed and released to Hinterland database for completion. Advertising Campaign to create awareness currently being undertaken. Over 130 surveys completed and draft profile now being



















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							developed. The balance of this action will be delivered in 2017 via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016-17.
	5.1.5 Investigate the development of small recycled water treatment plants for rural communities.	5.1.5.1 Work with Barwon Water to understand the viability of small re-cycled water treatment plants.					Meeting held with Barwon Water in April 2016 and they are going to assess the capacity of recycled water plants in rural areas and confirm capability.
5.2 Encourage sustainable economic development and growth	5.2.1 Support and grow existing businesses and traders groups in Surf Coast Shire with an emphasis on innovative small and home based business.	5.2.1.1 Attend trader group meetings in Torquay, Anglesea, Aireys Inlet and Winchelsea.					Trader Group meetings attended in Torquay, Anglesea, Aireys Inlet, Lorne and Winchelsea on a regular basis.
	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					Surf Coast Shire Economic Development & Tourism Strategy revision will commence after the hinterland profile established via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016 – 17.

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	5.2.3 Support and grow Surf Coast Shire's key industry sectors of Surfing, Tourism, Retail, Agriculture and Construction.	5.2.3.1 Undertake business support activities to strengthen key sectors					Surf Industry Implementation Committee commenced. Investigating items such as tailgating fees. Tourism Reference Group created with five meetings held prior to end of 2015 - 16 financial year. This included sessions on business support, events leveraging and conference market leveraging. Seven business support workshops held attracting over 130 attendees. Participating in Small business month in August. Hinterland Futures project commencing in 2015 – 16.
	5.2.4 Identify and facilitate opportunities to create employment in Surf Coast Shire's rural hinterland areas with an emphasis on appropriate land use and development.	5.2.4.1 Complete land use audit by December 2015					Land Use Profile survey released with over 130 survey responses received. Draft profile developed which will feed into the broader Hinterland strategy (Hinterland Futures) project for completion as part of Towards Environmental Leadership Program 2016 - 17
	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					At present there is no retail or commercial development in Armstrong Creek to enable an impact assessment to be undertaken. City of Greater Geelong has already undertaken an impact assessment based on planned

























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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							development.
5.3 Develop and grow sustainable year round tourism	5.3.1 Respond to the demand from identified destination marketing and in particular off peak season opportunities (May – December).	5.3.1.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans					Destination Action Plans completed. Staff now working with GORRT to implement Plans for Torquay, Anglesea and Lorne.  Winchelsea Destination Action Plan close to finalisation.
	5.3.2 Facilitate product development to enhance the visitor experience and in particular develop off beach products both infrastructure and business.	5.3.2.1 Conduct a tourism experience audit with Great Ocean Road Regional Tourism Ltd					Tourism Experience Audit completed by GORRT particularly focused on product development opportunities in relation to long vehicles exploring opportunities to encourage tour operators to connect with businesses or extend their length of stay.
	5.3.3 Improve the promotion of all major events and festivals across Surf Coast Shire.	5.3.3.1 Undertake a review of the marketing and promotion of events in the Surf Coast Shire					Event calendar reviewed with new promotional aspects being worked into grant agreements for event holders. New agreements drafted for 2016 - 17 funded events. Events in Surf Coast Shire will be featured on destination websites.
5.3 Develop and grow sustainable year round tourism continued ...	5.3.4 Maximise the benefits of all events for community and business.	5.3.4.1 Undertake a review of the marketing and promotion of events in the Surf Coast Shire.					Event calendar reviewed with new promotional aspects being worked into grant agreements for event holders.





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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	5.3.5 Encourage collaboration with all tourism businesses, associations and Great Ocean Road Tourism.	5.3.5.1 Support Great Ocean Road Regional Tourism Ltd to develop destination plans					Destination Action Plans developed for Lorne, Torquay and Anglesea. Plans now being implemented. New Winchelsea DAP almost finalised.
	5.3.6 Continue to operate the Visitor Information Centres and create integrated destinations to increase length of stay and expenditure in Surf Coast Shire.	5.3.6.1 Ensure accreditation standards are maintained					The Lorne Visitor Information Centre accreditation has been achieved for this year. The Torquay Visitor Information Centre has submitted all required documentation and is awaiting the physical inspection to finalise the accreditation process. This was postponed due to the recent renovations, and we are waiting on a date to be confirmed by ATAP (Australian Tourism Accreditation Programme). This is now completed with accreditation gained.
	5.3.7 Encourage a range of events to support year round tourism	5.3.7.1 Release the Event Grant Program each September.					September round of event grant program released (closed on 12 October 2015). Evaluation and recommendations delivered to Council in January 2016. Agreements being sent to successful applicants. All applicants notified of outcomes.
	5.3.8 Investigate opportunities of expanding the	5.3.8.1 Undertake an experience study for the Museum.					Project completed and report will go to Council's July 2016 meeting.

















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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	Australian National Surfing Museum experience as an integrated.						
	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					New guidelines developed.
	5.3.10 Lead new ways of working with the Great Ocean Road Coastal Committee (GORCC) to maximise resident / visitor benefits	5.3.10.1 Meet at least quarterly with GORCC.					Quarterly meetings held.
5.4 Transparent and responsive land use and strategic planning	5.4.1 Design guidelines that ensure new houses and businesses are energy efficient.	5.4.1.1 Completed					Completed. Sustainable Design Guidelines were reviewed in 2014 – 15 and are scheduled for review every 2 years.
	5.4.2 Utilise structure plans and planning processes to encourage a diversity of housing stock across the Shire.	5.4.2.1 Deliver Growing Winchelsea Structure Plan and Place Making project					Project completed. Council adopted Growing Winchelsea Plan in May 2015.
		5.4.2.2 Complete Torquay Town Centre Project					Commencement is subject to State funding expression of interest lodged with the State Government.
		5.4.2.3 Provide a report to Council on Affordable Housing.					Report not yet commenced.





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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers)	5.4.3.1 Undertake a project that reviews the planning permit system from the customer view point					<p>External Reference Group has been established. A workshop held to define what is not working well for customers identified ideas for improvement.</p> <p>Internal Reference Group has been established and workshop held to define what is not working well internally identifying ideas for improvement.</p> <p>Second separate workshops were held with the Internal and External Reference Groups looking and the external and internal perspectives, identifying actions to address problems and prioritizing to form a cross organisational action plan this will now be shared with the External Reference Group</p> <p>An action plan is now being developed to form the basis for the next phase of implementation of the new initiatives in the 2016 -17 Council Plan</p> <p>This will require a change management program centred on the introduction of a new IT system that enables customers</p>

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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
							to lodge applications on line and interact with the application process.
	5.4.3 Investigate a customer focussed approach to planning applications (this may include case managers) continued ...	5.4.3.2 Implement structure of customer focussed planning project by June 2016.					New staff structure has been implemented.
	5.4.4 Work collaboratively with the public and private sectors to increase educational and training opportunities.	5.4.4.1 Develop Economic Development Strategy					To be developed once profile has been established via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016 - 17.
	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					Report provided to Council via the Manager Business Improvement regarding the Winchelsea and Aireys Inlet units regarding social housing.
	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					To be delivered via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016 - 17.

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

Objective	Strategy	Action	September Status	December Status	March Status	June Status	Comment
	5.4.7 Complete a strategic planning framework for land use planning.	5.4.7.1 Deliver strategic framework plan by June 2016					To be delivered via the Hinterland Futures Study (previously Rural Hinterland Strategy) as part of Towards Environmental Leadership Program 2016 - 17.















Quarterly progress by theme and measure with targets and supporting comments









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

















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
<b>Environment</b>							
1.1 Preserve and enhance the natural environment	1.1.1 Council compliance with relevant legislative requirements regarding invasive plants and animals	Target = Roadside Weeds & Rabbit Control Plan implemented including rabbit and / or weed management work undertaken in at least 6 higher conservation reserves: Time frame = by 30 June 2017: Reported = annually					Work has been completed for this financial year on the State Government approved Roadside Weed & Rabbit Control Plan, meeting our obligations to control Serrated Tussock, Gorse, Rabbits and Cape Tulip on specified roadsides.
	1.1.2 Percentage of high conservation roadsides treated for priority weed species and/or rabbits.	Target = treatment of 80% of 534km of Council's high conservation roadsides each year; Time frame = by 30 June 2017; Reported = annually					98% of high conservation roadsides have been treated for priority weeds across the Shire including Gorse, Broom, Serrated Tussock, Chilean Needle grass, Bridal Creeper and Wild Watsonia. Rabbits have also been controlled on roadsides within the areas of Freshwater Creek, Connewarre and Barrabool.
	1.1.3 Number of high priority actions implemented from the revised Environmental	Target = 4; Time frame = annually; Reported = annually					Environmental Management Strategy has been reviewed as part of developing Council's Environmental Leadership

















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	Management Strategy.						Program. There are four priority projects are now in progress.
	1.1.4 The biodiversity scores in the Annual Council Nature Reserve Condition Report are either being maintained or increasing for all Council Nature Reserves.	Scores from 2014/15 are either maintained or increased for each reserve					The condition scores of the biodiversity values in our nature reserves have continued to improve through a combination of works in reserves such as Bells Beach Surfing Recreation Reserve, Moonah Woodlands Nature Reserve, Barwon River Nature Reserves and Deep Creek Nature Reserve. Works have targeted potentially degrading factors such as weed invasion, browsing by rabbits, uncontrolled public access and erosion.
1.2 Pursue alternative energies	1.2.1 Number of council partnerships with community groups to reduce emissions, explore alternative energy options and/or adapt to climate change.	Target = 3; Time frame = by 30 June 2017; Reported = annually					Developed draft Terms of Reference for 25% by 2020 Task Force. Conducted EOI process for 2 community nominees to Task Force and outreach to key industry stakeholders. Assisted ReEnergise Geelong with promotion/outreach for their Solar Survey. The survey will identify community barriers to the uptake of Solar and assist in future planning on increasing renewable energy in the Shire.

























Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	1.2.2 Number of viable alternative energy opportunities investigated.	Target = 2; Time frame = by 30 June 2017; Reported = annually					Currently a joint G21 submission has been submitted looking at Energy Efficient Light upgrades. Next opportunity is to review methane gas flaring opportunities for energy generation.
1.3 Leadership in innovative environmental practices	1.3.1 Number of drinking water fountains installed.	Target = 3; Time frame = annually; Reported = annually					3 new fountains are being installed at Deep Creek Reserve, Torquay; Deans Marsh Recreation Reserve; Winchelsea Riverbank and Newling Reserve, Moriac.
	1.3.2 Initial energy efficiency retrofits are implemented at key council buildings.	Target = 3; Time frame = annually; Reported = annually					Installed motion sensor on lighting at 4 sites. Torquay & Lorne recreation centres have had LED lighting installed to stadium areas. Torquay Museum Lighting upgrade include in 2015 - 16 budget
	1.3.3 The number of actions delivered from the Climate Change Strategy.	Target = 3; Time frame = by 30 June 2017; Reported = annually					Council is on track to meeting its emission reduction targets well before 2020. Multiple actions from the current Climate Change Strategy are completed or underway. Renewable energy is one of three key themes in Council's developing environmental leadership program

















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	1.3.4 Deliver a local food program document	Document delivered by 30 June 2016					Consultant brief developed for Local and Sustainable Food Program document. A \$10,000 state government grant has been secured to assist deliver this action. PMO Project Charter has been completed and project outline is currently being scoped with the Economic Development & Tourism in relation to Hinterland Futures. Consultant has been chosen.
1.4 Protect public open space and green belts	1.4.1 Number of open space capital works projects annually that implement open space master plan actions.	Target = 8 including 7 from CAPEX program for 2015/16 and one carried over from 2014/15. Timeframe = Annually; Reported = Quarterly					There are currently 5 master plan actions being implemented from the CAPEX program.
2.1 Robust risk management framework and processes	2.1.1 Reduction in lost time injury hours and compensable days as a result of workplace accidents annually	15/16 target is to achieve 15 or fewer lost time injuries					13 lost time injuries reported for the year
	2.1.2 Quarterly reporting to EMT & the Audit & Risk Committee	Target = Quarterly reporting to Audit & Risk Committee; Time frame = annually; Reported = quarterly					Reports provided on a quarterly basis - last meeting was May 2016.

















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	2.1.3 Compliance with recommendations from Auditor General's Report into Business Continuity in Local Government	Target = 100%; Time frame = annually; Reported = annually					The Business Continuity Framework is consistent with Auditor General recommendations and a periodic review of the framework is currently underway.
	2.1.4 Annual number of outstanding actions from the Business Continuity Plan exercise	Target = 100% complete; Time frame = annually; Reported = quarterly					Relevant actions completed.
2.2 High performing accountable organisation	2.2.1 Number of Council Plan key performance indicators completed	Target = Reported to Council quarterly, Time frame = annually; Reported = quarterly					2015 - 2016 Quarter 3 report presented to Council in May 2016.
	2.2.2 Number of recommended high risk actions completed and outstanding from audits.	Target = implement responsive internal processes; Time frame = annually; Reported = quarterly					Relevant actions completed.
	2.2.3 Number of completed service reviews.	Target = 2 major & 5 minor service reviews; Time frame = annually; Reported = annually					All reviews are underway. Reviews for Visitor Information Centres and Large Sale Mail Outs are complete. Remaining will be complete by end June.
	2.2.4.1 Customer service charter measures: Respond to all emails and letters within 10	Target = < 10 days; Time frame = annually, Reported = quarterly					A sample of 31,479 emails and letters received in 2015 - 16 shows 93.5% were recorded as completed within 10 days in the





















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	business days of receipt						record management system.
	2.2.4.2 Customer service charter measures: Respond to correspondence regarding statutory processes in line with legislative requirements and time frames	Target = 100%; Time frame = annually; Reported = quarterly					FOI and Privacy requests were completed within set timeframes.
	2.2.4.3 Customer service charter measures: Answer your call within 30 seconds	Target = < 30 seconds; Time frame = annually; Reported = quarterly. Create unit level customer service standards and share them with our community.					Average for 2015 – 16 was 15 seconds.
	2.2.4.4 Customer service charter measures: Respond to telephone messages within one business day.	Target = 1 business day; Time frame = annually; Reported = quarterly					100% of phone messages returned within time frame in Customer Service for the quarter.
	2.2.4.5 Customer service charter measures: Conduct surveys to measure our performance.	Target = Twice annually; Time frame = annually; Reported = annually					Council participated in the annual Community Satisfaction in Local Government survey in February 2016; results were received in May 2016. The annual Mystery Shopper Survey was conducted in the 4th quarter.

Quarterly progress by theme and measure with targets and supporting comments









Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	2.2.5 Improve customer service performance in independent measurement activities annually	Target = Create unit level customer service standards and share them with our community. Publish and report on council-wide service standards; Time frame = annually; Reported = annually					Business unit level customer services standards have been developed but are yet to be communicated with the community. In the meantime independent customer service benchmarking results saw Surf Coast Shire customer service ranked 3rd from 178 organisations for call answer time, operator performance and ability to deal with enquiry. State Government community satisfaction survey results continue to compare favourably with other large rural shires.
	2.2.6 Improve customer service performance in independent measurement activities annually	Target = Maintain an "Overall Performance" indexed score in the annual Community Satisfaction in Local Government Survey of = > 66; Time frame = annually; Reported = annually					Overall performance result for 2016 was 60, a decline of 6 points from 2015. This remains 6 points above the average for other large rural shires and 1 point above the state average.
2.3 Long term financial viability	2.3.1 Number of VAGO KPI's achieved	Target = 100%; Time frame = annually; Reported = quarterly					To be confirmed once end of financial year reporting has been completed.
	2.3.2 Council's debt servicing ratio is below 80%	Target = < 60%; Time frame = annually; Reported = quarterly					Forecast 39%. No new loans were entered into in 2015 - 16 so this will be achieved.

Quarterly progress by theme and measure with targets and supporting comments

















Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment																					
2.4 Transparency in decision making and access to information	2.4.1 % of media releases published	Target = 80% Time frame = annually; Reported = quarterly					93.5% of media release issued were published in 2015 – 16.																					
	2.4.2 Publication of Council meeting agendas and minutes to the internet.	Target = within 3 Business Days of Council meeting; Time frame = annually; Reported = annually					All minutes and agendas to date have been published within target time frames.																					
	2.4.3 Number of Council meetings held outside Torquay	Target = 3; Time frame = annually; Reported = annually					Three meetings held this year (2016) at Lorne, Anglesea and Winchelsea.																					
	2.4.4 % of positive media and readership reach	Target = Measure readership reach and % of positive media coverage; Time frame = annually; Reported = quarterly					Readership Reach - approximately 80,000 weekly (Geelong Advertiser, Surf Coast Times, Echo, Winchelsea Star, broadcast, community news). (48% positive, 44% neutral, 7% negative approximately)																					
2.5 Enhanced community engagement	2.5.1 Number of followers on social media.	Targets as follows = <table border="1" data-bbox="736 1075 1046 1390"> <tr> <td>Council web-site hits:</td> <td>9,000</td> </tr> <tr> <td>Twitter:</td> <td>180 new followers</td> </tr> <tr> <td>Facebook:</td> <td>1,500 visits</td> </tr> </table>	Council web-site hits:	9,000	Twitter:	180 new followers	Facebook:	1,500 visits					<table border="1" data-bbox="1789 1027 2159 1410"> <thead> <tr> <th>Social Media</th> <th>Number</th> <th>% Change</th> </tr> </thead> <tbody> <tr> <td>New Twitter follower</td> <td>839</td> <td>+34%</td> </tr> <tr> <td>Total Twitter follower</td> <td>3,509</td> <td>+30%</td> </tr> <tr> <td>New Facebook likes</td> <td>994</td> <td>+24%</td> </tr> <tr> <td>Total</td> <td>2,515</td> <td>+67%</td> </tr> </tbody> </table>	Social Media	Number	% Change	New Twitter follower	839	+34%	Total Twitter follower	3,509	+30%	New Facebook likes	994	+24%	Total	2,515	+67%
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Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment								
		<table border="1"> <tr> <td></td> <td></td> </tr> </table> <p>Time frame = annually; Reported = annually</p>							<table border="1"> <tr> <td>Facebook Likes</td> <td></td> <td></td> </tr> <tr> <td>Total Web Visits</td> <td>167,944</td> <td>+30%</td> </tr> </table>	Facebook Likes			Total Web Visits	167,944	+30%
Facebook Likes															
Total Web Visits	167,944	+30%													
	2.5.2 Number of community input opportunities provided.	Target = >20; Time frame = annually; Reported = annually					<p>95 community input opportunities in 2015 - 16:</p> <ul style="list-style-type: none"> <li>• 25 for September quarter</li> <li>• 28 for December quarter,</li> <li>• 14 for March quarter,</li> <li>• 28 June quarter.</li> </ul> <p>Examples include:</p> <ul style="list-style-type: none"> <li>• Testing the Water,</li> <li>• Spring Creek Structure Plan;</li> <li>• Youth Services Survey, Aireys to Eastern View Structure Plan,</li> <li>• Groundswell Survey,</li> <li>• Advisory committee meetings (Bells Beach, All Abilities, Environment and Rural)</li> <li>• 18 Council meetings,</li> <li>• more than 10 hearing of submission and</li> <li>• Road Safety Strategy review.</li> </ul>								
2.6 Advocate on behalf of our community	2.6.1 Total amount of funding secured from State and Government grant programs	Target = Maintain a grants database and provide a report to EMT on a monthly basis; Time frame = annually; Reported =					Monthly report provided to EMT as required.								





















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
		monthly					
	2.6.2 Community satisfaction with Council's advocacy efforts	Target = Produce quarterly advocacy report for EMT and Council & measure results in customer satisfaction survey; Time frame = annually; Reported = quarterly					Satisfaction survey results relating to advocacy where released in Quarter 4. EMT and Council briefed on advocacy efforts four times during the quarter.
	2.6.3 Number of advocacy action updates provided to the community	Target = Increased media coverage of advocacy effort & community involvement when celebrating advocacy success; Time frame = annually; Reported = quarterly					Community information provided on Council's advocacy activity on opposition to unconventional gas to a senate committee, a call for state government to adequately fund services it is responsible for and to play a role in local government shared services and digital transformation.
	2.6.4 Average number of meetings attended by Mayor or CEO with key strategic partners per month	Target = Regularly meet with state and federal members; Time frame = annually; Reported = annually.					Regular meetings held with local members throughout the year.
3.1 Communities that plan for, and recover from, disasters	3.1.1 Number of times the Municipal Emergency Management Planning Committee meets annually.	Target = 4; Time frame = annually; Reported = annually					4 meetings held

















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	3.1.2 Number of emergency exercises conducted or participated in.	Target = 1; Time frame = annually; Reported = annually					Target exceeded. Two exercises completed in November and December 2015.
	3.1.3 Maintain and implement a Council Municipal Emergency Management Plan.	Target = Review plan annually or following an emergency where the plan has been utilised;					Internal review completed. The State Emergency Service has commenced their regular audit of the plan.
	3.1.4 Maintain and implement a Council Municipal Fire Management Plan.	Target = Review plan by 30 June 2016					An interim update of the Municipal Fire Management Plan was endorsed at Council's October 2015 meeting. The next action is to complete a new Plan with a draft due for presentation to Council in late 2016.
3.2 Quality services allocated according to need	3.2.1 Number of residents on waiting lists for services.	Target = 0; Time frame = annually; Reported = quarterly					63 residents on the waiting list for a Home Care Package 15 Residents on the waiting list for a HACC assessment 67 Children on the waiting list for Family Day Care.
	3.2.2 Proportion of externally accredited services that meet quality targets / minimum requirements	Target = 100% annually; Time frame = annually; Reported = quarterly					All services currently compliant, with improvement plans being implemented as a result of previous audits





















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	3.2.3 Equivalent full-time positions of volunteers delivering Council services	Target = Establish monthly reporting on the economic value of Volunteers that take part in the delivery of Council services; Time frame = By 30 June 2016; Reported = annually.					Total volunteer hours worked at the Torquay, Anglesea, Lorne & Winchelsea Visitor Information Centres and Surf World Museum by volunteers equates to an EFT amount of 6.8 of volunteers delivering Council Services. Total volunteer hours worked within the delivered meals area equates to 0.3EFT.
3.3 Preservation of peaceful, safe and healthy environments	3.3.1 Percentage of proposed actions in the Surf Coast Health and Wellbeing Plan that are completed.	Target = Year 3 actions delivered; Time frame = annually; Reported = annually					Reported as part of the Health & Wellbeing Plan quarterly report
	3.3.2 Number of Community Impact Advisory Committee (CIAC) meetings held	Target = 4 meetings in Lorne, 3 meetings in Torquay, 3 meetings in Anglesea; Time frame = annually; Reported = annually					All CIAC meetings held
	3.3.3 Number of current gaming machine licences	Target = 107 Electronic gaming machines; Time frame = annually; Reported = quarterly					No new permits for gaming machines issued in reporting period.
	3.3.4 Number of community groups supported	Target = Support eight Section 86 Committees; Time frame = annually; Reported = annually					Officers attend 8 x Section 86 Committee meetings on a quarterly basis. Officers present a quarterly report to Council with copies of each





















Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
							Committee's meeting minutes.
	3.3.5 Number of new or upgraded recreational facilities delivered	Target = Deliver 2 new recreational facilities - Grenville Oval and Banyul Warri Fields Recreation, Play and Skate Zone; Time frame = by30 June 2017; Reported = annually					On track - Banyul Warri Play and Skate Zone is in the delivery stage and will be completed in early 2016/17.. Grenville Oval development is also in the delivery stage and will be delivered in time for the Winter 2017 season as planned.
3.4 Building leadership and skills within the community	3.4.1 Number of people who complete the Casuarina and Section 86 Committee leadership training programs	Target = 12; Time frame = annually; Reported = annually					The 2016 program delivered for 20 participants - 10 receiving community engagement training and 10 participated in the Environmental Leadership mentorship course.
	3.4.2 Number of grants provided to groups via the Small Grants Program	Target = Minimum of 20 per round (2 rounds); Time frame = annually; Reported = annually					An average of 20 grants were provided, with 23 in Round 1 and 17 in Round 2.
	3.4.3 Value of grants provided to groups via the Small Grants Program	Target = \$45,000 per round (2 rounds); Time frame = annually; Reported = annually					Round 1 funding totalled \$31,750. Round 2 funding totalled \$30,150. Total funding allocated for the 2015-16 Small Grants program equals \$61,900. One of the reasons why the total expenditure on this

























Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
							program is lower than the stated target is due to the diversion of funds to the Events Grant Program which now considers community events which were previously funded via the Small Grants Program.
4.1 Allocation of infrastructure according to need	4.1.1 Percentage of capital works program delivered by 30 June annually.	Target = 90%; Time frame = annually; Reported = annually					80%
4.2 Accessible and well maintained Council facilities	4.2.1 Percentage of Council buildings in good condition (via condition audits).	Target = > 85%; Time frame = by 30 June 2017; Reported = annually					166 building audits were completed in 2015 - 2016; 90% of these are in good condition. Data being prepared to be put into Assets register
	4.2.2 Percentage of facility maintenance requests completed on time.	Target = > 90%; Time frame = Annually; Reported = annually					Currently achieving 95% performance.
	4.2.3 Percentage of audited Council facilities compliant with physical accessibility.	Target = 80%; Time frame = by 30 June 2017; Reported = annually					40 building Audits completed; additional funding allocated in 2016 – 17 budget to continue program to complete all buildings by June 2017 and to develop a works priority plan
	4.2.4 Number of master plans reviewed	Target = 1 per annum; Time frame = annually; Reported = annually					Current number= 2 A Community led partnership governance model for Strirling Reserve Master Plan was approved by Council in March 2016, with the first Project Control Group meeting held 15

Quarterly progress by theme and measure with targets and supporting comments





















Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
							April 2016.
	4.2.5 Percentage change in the use of Council buildings	Target = Percentage increase in use of buildings with bookings directly managed by Council; Time frame = Annually; Reported = annually					Council facilitated 1,285 facility bookings (4,467 hours) during the third quarter. The total number of bookings have increased by 1% from 2014-15 (6481) to 2015-16 (6542), however the hours of use have increased by 9% for the same period (19,461 hours to 21,316 hours).
4.3 Enhance key rural and coastal roads and transport options	4.3.1 Percentage of Council roads in good condition (via condition audits).	Target = > 90% sealed roads & > 75% unsealed roads; Time frame = annually; Reported = annually					Sealed Road in Good Condition = 95.37%, Unsealed Road in Good Condition = 92.43%.
	4.3.2 Increased length of pathways constructed across the shire.	Target = 650m new paths & 1600m new road bike lanes; Time frame = annually; Reported = annually					2700m of new paths
	4.3.3 Increased length of sealed roads constructed across the shire.	Target = 600m new sealed roads; Time frame = annually, Reported = annually					1570m of new sealed roads
	4.3.4 Length of road rehabilitations undertaken across the shire	Target = 50km; Time frame = annually; Reported = annually					24 km of gravel roads and 22km of sealed roads have been rehabilitated this year

Quarterly progress by theme and measure with targets and supporting comments













Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	4.3.5 Number of road projects advocated for by Council	Target = 3; Time frame = annually; Reported = annually					Three road projects are South Beach Road/Surf Coast Hwy & Beach Rd/ Surf Coast Hwy Intersection Torquay & Anglesea Camp Rd Roundabout.
5.1 Protect productive farmland and support rural business	5.1.1 Number of rural businesses assisted with grant applications.	Target = 2: Time frame = annually; Reported = quarterly					3 businesses assisted this financial year with grant applications.
	5.1.2 Deliver Rural Hinterland Strategy	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually					Rural Hinterland Strategy which is dependent on State Government funding not yet granted. Currently looking for alternative sources of funding
	5.1.3 Complete land use audit of rural land	Target = Complete the land use audit; Time frame = by December 2015; Reported = annually					A draft land use profile has been developed with input from over 130 surveys. This will now form part of the Rural Hinterland Strategy which will be finalised by March 2017.
5.2 Encourage sustainable economic development and growth	5.2.1 Online economic publications and communication channels developed.	Target = Complete economic publications; Time frame = annually; Reported = annually					Visitor Insights and Economic Snapshot for 2015 completed
	5.2.2 Targeted investment attraction collateral developed.	Target = Complete a prospectus for Winchelsea; Time frame = by December					Winchelsea Prospectus completed.



























Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
		2015; Reported = annually					
	5.2.3 Number of businesses operating in Surf Coast Shire.	Target = Number of businesses in Surf Coast Shire exceeds 3,000; Time frame = annually; Reported = annually					Latest figure reveals 3075 business operating.
	5.2.4 Percentage growth of Surf Coast Shire economy.	Target = Economic growth exceeds 3%; Time frame = measured in February; Reported = annually					Growth of economy recorded at 4.5% over past 5 year average and 3.8% over past year.
	5.2.5 Number of businesses assisted.	Target = Over 125 business assistance enquiries; Time frame = each quarter; Reported = quarterly					Approximately 1,500 enquiries and assistance calls taken since August 2015
	5.2.6 Number of Regional, State and Federal strategies containing key Surf Coast Shire economic development and tourism projects.	Target = 3 strategy documents containing projects; Time frame = annually; Reported = annually					Surfing Industry Advancement now a priority project for G21 Economic Development. Several Surf Coast Shire projects identified in the Great Ocean Road Regional Tourism Strategy
	5.2.7 Quantum of funding obtained for key economic development and tourism projects.	Target = New initiatives attract at least matched funding; Time frame = annually; Reported =					\$300,000 received for Tourism Enabling Road Infrastructure Project. Full application submitted for Torquay CBD and Winchelsea Town Centre













Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
		annually					Beautification. Still awaiting funding confirmation
5.3 Develop and grow sustainable year round tourism	5.3.1 Increase the percentage of events held in the off peak period (May – December).	Target = > 4; Time lines = by 30 June 2017; Reported = annually					Off peak events now comprise approx. 48% of all events in Surf Coast Shire (117 of 244 events). This does not include sporting events, farmers markets and events that do not need a permit.
	5.3.2 Report at least annually on Number of day-trippers, domestic overnight and international visitors to Surf Coast Shire.	Target = 2 million visitors in total to Surf Coast Shire; Timeframe = annually; Reported = quarterly					Latest figures provided by Tourism Victoria indicate: 1.84 million visitors in total. 1.0 million domestic day, 802,000 domestic overnight and 39,700 international for YE. 2015
	5.3.3 Number of enquiries to Visitor Information Centres.	Target = 309,126; Time frame = annually; Reported = quarterly					Total Visitor enquires for 2016 - 2016 financial year was 259,296. Decrease at Torquay due to more accurate collection of stats. Torquay Visitor Centre was also undergoing renovations from 1 July to 24 August resulting in significantly reduced numbers over that period. Lorne also closed for 3 days in Dec due to Extreme fire days and town evacuation. VIC's are moving towards an enhanced digital offering based on visitor information search patterns

Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
	5.3.4 Number of events listed on Events Victoria website.	Target = > 150 events listed per annum; Time frame = annually; Reported = annually					All major events now on Events Victoria website.
	5.3.5 Percentage of Surf Coast residents employed by the tourism industry.	Target = 14.6 % increase (3% increase in employment in the tourism sector); Time frame = annually; Reported = annually					Current figures by RemPlan indicate 15.7% of workforce attributable to tourism.
	5.3.6 Number of Surf Coast Shire businesses engaged with Great Ocean Road Tourism.	Target = 5% increase pa from 2013 base of 396; Time frame = annually; Reported = annually					Latest figures provided by GORRT indicated 407 businesses representing 2.7% increase.
	5.3.7 Report annually on the strength and health of Surf Coast Shire's economy	Target = Report to Council; Time frame = in March each year; Reported = annually					Report delivered March 2016
	5.3.8 Identify the economic impact of major events taking place in Surf Coast Shire and report on an annual basis.	Target = Report to Council; Time frame = in March each year; Reported = annually					Report to be delivered August 2016 for the 2015 - 2016 Financial year
5.4 Transparent and responsive land use and strategic planning	5.4.1 Percentage satisfaction for land use planning related measures.	Target = 55%; Time frame = annually; Reported = annually					DELWP Community Satisfaction Survey results for 2016 show a result of 50 in both the Planning Policy and Planning Permit services

Quarterly progress by theme and measure with targets and supporting comments

Objective	Measure	Target	September Status	December Status	March Status	June Status	Comment
							areas. Planning reform program is underway
	5.4.2 Percentage completion of strategic planning work program	Target = 70%; Time frame = annually; Reported = quarterly					Currently on target
	5.4.3 Average number of gross processing days to issue a planning permit.	Target = 100; Time frame = annually; Reported = annually					The gross processing days for the year was 155 days. This result reflects the significant effort made to close out older applications that had become inactive (stale) and not progressed for various reasons. This has distorted the gross processing days for the year. The total number of applications received within the year was 838 with 808 being processed. This was a 21.9% increase in volume of applications received on the previous year.
	5.4.4 Clear policy position to maintain green belts in the Municipal Strategic Statement (MSS)	Target = Complete rural hinterland strategy; Time frame = by June 2016; Reported = annually					Dependent on the Rural Hinterland Strategy reliant on State Funding not yet granted.

Quarterly progress by theme and measure with targets and supporting comments

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

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