

2017 – 2018 Action Plan to deliver the Council Plan (incorporating the Health and Wellbeing Plan) 2017 - 2021

Strategic Objective	Strategy No.	Strategy Description (What we will do - actions / programs)	Action	Year 1
COMMUNITY WELLBEING:				
Support people to participate in and contribute to community life	1	Develop and implement a program to support communities of place and interest, and to provide opportunities for them to identify and achieve their community aspirations	Investigate "asset-based community development" as a methodology to build community capacity and inform development of Council's capacity building policy and framework.	✓
			Review community led partnerships or capacity building as part of project delivery framework	✓
			Investigate a social benefits measurement framework for community capacity and development	✓
			Present Community Project Proposal Master List to Council on a quarterly basis to determine priority projects for feasibility investigation.	✓
			Release an online annual small grants program in September and March	✓
	2	Facilitate and support high levels of volunteering in the community	Identify how Council can strengthen volunteering in the community and implement findings	
			Strengthen Council's attraction and retention of volunteers to support Council services.	✓
	3	Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy	Review, update and adopt new Heritage, Arts and Culture strategy	
			Implement new Heritage, Arts and Culture strategy	
Support people to be healthy and active	4	Develop and implement local programs to support Healthy Eating and Active Living	Implement G21 healthy eating and active living priorities of relevance to the Surf Coast community.	✓
			Advocate for healthy food and drink options in local children's and young people settings.	✓
			Increase participation opportunities for women in both formal and informal recreation and leisure activities.	✓
	5	Implement health and wellbeing impact assessments as part of infrastructure and project planning	Develop appropriate Health Impact Assessment (HIA) tools and techniques and determine how to embed these into the Project Delivery Framework	✓
			Embed Health Impact Assessments (HIA) into project proposal process.	
			Conduct Health Impact Assessments (HIA), as required for appropriate projects	
			Evaluation of Health Impact Assessment (HIA) process and update as required	
	6	Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice	Develop and implement an Alcohol, Tobacco and Drug strategy	
	7	Reinforce policies to manage electronic gaming machines	Review the Gaming Policy as part of the planning scheme review	
	Improve community safety	8	Understand community safety issues and needs, and design an appropriate local response	Investigate, develop and implement a community safety plan.
9		Continue to build community resilience to prepare for emergencies	Deliver community engagement events and other programs that help the community prepare for, respond to and recover from high risk emergencies	✓
Provide support for people in need	10	Work in partnership with community and agencies to improve young people and their families' access to the services and support they need	Strengthen partnerships with local services to provide integrated and/or outreach services	✓
			Develop and implement new strategies for Early Years & Youth.	
	11	Pursue Age Friendly City status	Develop an implementation plan to achieve Age Friendly City status.	✓
			Implement Age Friendly City Plan	
	12	Contribute to the delivery of the Strategic Plan for prevention and addressing violence against women and children in the G21 region	Develop and implement a Council plan for preventing violence against women that aligns with the G21 Strategic Plan.	✓
13	Implement the Accessible and Inclusive	Deliver a program of access improvements in existing Council buildings	✓	

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		Surf Coast Shire Strategic Plan	Pursue funding for a Changing Places accessible change facility in the Shire	✓
ENVIRONMENTAL LEADERSHIP:				
Drive the use of renewable energy	14	Implement the Renewable Energy Roadmap	Work with the community, businesses and relevant organisations to deliver the priority Roadmap actions.	✓
	15	Support the work of the Renewable Energy Taskforce	Facilitate the Renewable Energy Task Force in accordance with the approved Terms of Reference and regularly report progress to Council.	✓
Improve the re-use of resources	16	Develop and implement organic waste diversion pilot program	Investigate the effectiveness of kerbside food diversion programs already implemented by other Council's	✓
			Develop a plan for implementing the preferred food diversion, including audits, location(s), consultation	
			Implement a trial kerbside food diversion program	
	17	Develop and implement a waste reduction program to increase the life of the landfill	Work with contractors to recycle e-waste	
			Promote the use of recycled materials in Council infrastructure projects and investigate ways to include these materials as part of procurement processes	✓
			Divert clean fill from landfill through establishing a daily cover approach that is not dependent on importing earth	✓
			Undertake a feasibility assessment into a community and business education program relating to increasing recycling compliance and reducing waste	✓
	18	Review and expand Plastic Wise Program	Continue to ensure markets and events are transitioning away from single use plastics.	✓
			Develop an action plan to transition away from single use plastics in sporting clubs.	✓
			Support local groups championing the transition away from single use plastics.	✓
19	Work in partnership with relevant stakeholders to investigate the feasibility of recycled water to support agriculture in the Thompson Valley and other rural areas	Establish a regular meeting with Barwon Water to review current projects and studies for recycled water. Partner with and/or assist with water recycling projects within the Surf Coast where appropriate.	✓	
		Complete a feasibility study to identify high value options for using recycled water, including potential infrastructure cost sharing by water users.		
Support local food production	20	Develop and implement a local food program in partnership with community	Continue research and collaboration with internal and external stakeholders to develop a local food program and identify priority projects/programs annually.	✓
Retain and enhance rural land for appropriate and sustainable uses	21	Finalise and implement the Rural Hinterland Strategy	Complete Hinterland Futures Strategy	✓
			Implement Hinterland Futures Strategy action plan	
	22	Develop partnerships to better manage interfaces between public and private land	Continue to work with Landcare, community groups, private landholders & local businesses on weed & rabbit management and revegetation work	✓
23	Effectively manage pests, plants and animals on Council land	Develop a new Council Pest Plant & Animal Strategy and implement Council's Rabbit Management Policy	✓	
BALANCING GROWTH:				
Ensure infrastructure is in place to support existing communities and provide for growth	24	Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections	Investigate the needs and barriers of isolated and vulnerable community members in accessing public transport.	
			Strengthen representation of Council needs through the G21 Transport Pillar priorities and action plan review	✓
			Advocate for better public transport by delivering actions in Council's Advocacy Program	✓
	25	Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line	Participate in State Government planning for transit corridor to Torquay	✓
			Incorporate findings from State Government plan for transit corridor to Torquay into Planning Scheme and other related plan	
			Advocate for improved levels of service on the Warrnambool line	✓
		Leverage advocacy effort for public transport and transit corridor via the G21 Transport Pillar	✓	

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	26	Conduct a review of the existing pathway strategy and implement recommendations	Conduct a biennial review of Council's Pathway Strategy.	
	27	Ensure appropriate funding mechanisms are in place to support future growth including developer contributions	Implement the Torquay/ Jan Juc Development Contributions Plan (DCP) review and develop a Development Contributions Plan / Infrastructure Contributions Plan (ICP) for Spring Creek Urban Growth Area.	✓
	28	Work with the community and stakeholders to implement the Anglesea Futures program	Participate in project management and community engagement activities and input into the Land Use Plan	✓
	29	Advocate for supporting infrastructure	Implement actions in Council's Advocacy Program to advocate for supporting infrastructure.	✓
			Implement the Kurrabee Myaring Community Centre (KMCC) major infrastructure project.	✓
			Implement the Anglesea Bowling Club Redevelopment project.	✓
			Implement the Stribling Change rooms Design project.	✓
			Implement the Stribling Lighting and Electronic Scoreboard project.	✓
			Implement the Spring Creek Netball Pavilion Upgrade project.	✓
			Implement the Winchelsea Netball Pavilion Upgrade project.	✓
			Lead the G21 Regional Hockey Strategy development.	✓
Implement the Surf Coast Multi-purpose Indoor Stadium Project.	✓			
Implement the Anglesea Cricket Club Change room Upgrade Project.	✓			
Strengthen township boundaries and support unique township character	30	Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this	Complete the Strengthening Town Boundaries Discussion Paper.	✓
			Implement the recommendations of the Strengthening Town Boundaries discussion paper.	
	31	Encourage in-fill development and direct growth to designated areas	Develop an urban consolidation plan for Torquay / Jan Juc.	
32	Develop a communications strategy to explain the implications of living in different planning zones	Complete a communications strategy to improve knowledge of planning and planning initiatives.		
Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire	33	Advance a Winchelsea and Moriac Development Program	Complete an investigation into a Development Contributions Plan (DCP) for Winchelsea.	
			Identify the social, economic and physical drivers for urban growth in Winchelsea and Moriac.	
	34	Advance a strategic plan for Lorne	Develop a new structure plan for Lorne that includes economic, social and place making aspects.	✓
	35	Conduct an impact analysis of Torquay's growth including Armstrong Creek	Conduct a study into the impacts of population growth in and near to Torquay and identify strategic priorities to ensure balanced outcomes.	
			Conduct a Torquay and Jan Juc Social Infrastructure Needs Study	✓
36	Explore the impact of increased traffic on the road network including inland transport routes	Complete a biennial review of traffic volumes on key roads in the local road network and review against adopted strategies and plans to ensure that strategic priorities are correct		
VIBRANT ECONOMY:				
Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	37	Support and build capability of businesses and business / tourism groups	Work with Great Ocean Road Regional Tourism (GORRT) and Trader Groups to promote the benefits of tourism partnerships with local businesses.	✓
			Meet regularly with trader groups to identify collaborative opportunities, including considering Destination Action Plans in Surf Coast	✓
	38	Investigate how the strategic road network impacts on commercial transport	Compare the Hinterland Strategy and the Strategic Road Network Plan to ensure that key infrastructure has been identified and planned for	
			Ensure the currency of the priorities identified in Strategic Road Network Plans on an annual basis to assist in understanding commercial priorities	✓
			Advocate and pursue appropriate grants to support identified commercial road network priorities	✓
39	Facilitate and enable stronger relationships between industry and education	Investigate a graduate program, traineeships or apprenticeships at Council		

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	40	Plan for industrial and commercial zones in growing communities	Monitor industrial land in growth townships every two years.	✓
			Include an assessment of commercial land in every structure plan to ensure adequate supply to meet population needs.	
Facilitate high quality events throughout the year	41	Further develop diverse, major and signature events, communication and promotion program	Promote the further development of the Surf Coast brand and developed a supporting suite of digital and promotional collateral	
			Review the Surf Coast Events Policy	✓
			Release an annual funding program to support events in Surf Coast Shire	✓
			Facilitate high quality events in collaboration with key stakeholders including Cadel Evans Great Ocean Road Race, Rip Curl Pro, Surf Coast Century, Amy Grand Fondo, Falls Festival, Aireys Open Mic Etc.	✓
			Conduct an annual promotion of the key environmental, economic & social benefits of events	✓
Strengthen the vitality of town centres	42	Identify and support the economic and social drivers of town centres within the shire	Complete the Torquay Town Centre revitalisation project	✓
			Implement the recommendations of the Torquay Town Centre revitalisation project.	
Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	43	Work with key stakeholders to encourage visitors to stay longer and spend more in the shire	Leverage Visitor Centres to collaboratively market Surf Coast and the regions key attractions and events	✓
			Identify and develop cultural tourism products and experiences at visitor centres	
			Work with Great Ocean Road Regional Tourism (GORRT) to identify the most efficient ways to engage with and service visitors on a regional basis.	✓
			Complete the concept plan for the Great Ocean Road Experience project.	✓
			Work with Great Ocean Road Regional Tourism (GORRT) to enhance digital platforms to effectively market the regions	✓
	44	Develop and implement an industry development and attraction program	Provide support, advocacy and information to businesses who are seeking to start up and or thrive	✓
			Develop a regular series of workshops to assist key industry sectors i.e. marketing, business security, exports etc.	✓
			Develop and implement a surf industry programme	
			Analyse and report on the contribution of home based business to the economy	
			Implement Planning actions from Hinterland Futures Strategy	
	45	Advocate for and drive the Great Ocean Road visitor economy	Advocate for the Great Ocean Road visitor economy in Council's advocacy program	✓
			Continue to promote the Great Ocean Road Visitor Economy as a regional priority through regional advocacy opportunities	✓
	46	Develop and implement an agribusiness strategy	Participate in the completion of the G21 Agribusiness Strategy	✓
			Implement agribusiness actions from Hinterland Futures Strategy and G21 Agribusiness Strategy as relevant to Surf Coast Shire	
	HIGH PERFORMING COUNCIL:			
Ensure Council is financially sustainable and has the capability to deliver strategic objectives	47	Establish long-term financial principles and incorporate into the long-term financial plan	Review outcomes of the Local Government Act changes and establish key planning principles to inform the long-term financial plan	
	48	Develop and implement an organisational capability and capacity program	Analyse the current and future workforce needs and competencies based on Council Plan, strategies and objectives	✓
			Develop and implement strategies to address workforce gaps	✓
			Implement the People & Culture strategy	✓
	49	Develop innovative funding partnerships with community, business and government	Identify examples of public/private partnerships undertaken by other Councils or public authorities and present an overview to Council.	✓
	50	Build on relationships with agencies and key stakeholders for the benefit of the community	Strengthen existing and identify and formalise new partnerships with relevant organisations	✓
			Develop an Memorandum of Understanding (MoU) with the Great Ocean Road Coast Committee and Parks Victoria for the ongoing management and maintenance of the Surf Coast Walk	✓
			Work with Deakin University to support a PhD student investigations into the visitor economy	✓

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Ensure that Council decision-making is balanced and transparent and the community is involved and informed	51	Prepare for Local Government Act review recommendations	Assess the implications of the revised Local Government Act, consult with relevant stakeholders and develop plans for implementation.	
	52	Evolve our community engagement approach to inform strategic Council direction and decision-making	Include deliberative community engagement processes in key strategic processes and decisions.	✓
			Strengthen and extend Councillor and executive stakeholder group meetings	✓
			Implement actions from the 2017 community engagement audit.	✓
	53	Use technology to make Council decision-making more accessible	Identify and implement improved online access to Council meetings and decisions.	
			Redevelop website and review online engagement tools to make it easier for community members to engage with and understand Council's decision making	✓
Provide quality customer service that is convenient, efficient, timely and responsive	54	Implement Digital Transformation Program, including opportunities for customer self-service	Implement online planning applications	✓
	55	Investigate the feasibility of a certified quality system	Assess feasibility of Council working towards a certified quality system, including benefits analysis.	
	56	Improve how we manage customer requests and complaints	Redevelop website to make it easier for customers to deal with Council	✓
			Provide a new function for customers to lodge requests for service online	✓
			Establish and implement a dashboard report of customer request and complaints handling performance	✓
	57	Continued reforms in statutory planning service delivery	Implement new Information Technology (IT) platform and Planning E-Services	✓
			Conduct a Customer Focus review of the Surf Coast Planning Scheme	
			Develop a Marketing and Communications Plan for Statutory Planning Services	
	58	Further update and implement a customer service strategy	Review and update Customer Service strategy.	✓
			Implement new Customer Service strategy	
Ensure the community has access to the services they need	59	Review Council-delivered services to ensure they are of high quality and delivering best value	Present annual Business Improvement Program to Council for endorsement.	✓
	60	Conduct service reviews to identify best service delivery model	Deliver Council endorsed annual Business Improvement Program	✓
	61	Advocate for services that are best delivered by others	Advocate for other agencies or levels of governments to deliver services and infrastructure that are best delivered by them by implementing actions in the Council's Advocacy Program.	✓
			Complete State Election Advocacy Program	✓
	62	Review arrangements for governance of the coast	Participate in Victorian Government review of governance arrangements on the Surf Coast.	✓