Surf COAST SHIRE
COUNCIL PLAN 2017–2021
(Incorporating the Health and Wellbeing Plan)

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Welcome from the Mayor

Council has worked hard to create a plan for 2017 to 2021 that reflects the needs of our community, while laying the foundation needed to achieve a longer-term vision for our region.

In this plan, we have set goals for many highly valued priorities, including infrastructure, community life, renewable energy, transport corridors, digital technology, customer service and financial responsibility. We have been careful to focus our attention on what is not only most important, but where we as Council can make a significant difference within our community.

For the first time, we have incorporated the Health and Wellbeing Plan into the Council Plan, highlighting the importance of this for our Shire.

With significant population growth forecast for our region, we face the challenge of preserving and enhancing our unique natural environment and townships, while still catering for the vast number of people who wish to visit or live in our Shire.

In this plan, we have looked at balancing growth within our town boundaries, with continued population increases in Torquay and Jan Juc, and with Winchelsea's population forecast to quadruple by 2050.

Growth also puts increased pressure on our existing infrastructure, such as the Great Ocean Road – an internationally acclaimed tourist destination and the 'spine' of our Shire. It is an important connection for our coastal communities and rural hinterland, and we are working with state and federal governments and the community to ensure this great asset is protected and managed effectively.

The agricultural features of our rural areas are playing a significant role in the development of our Shire's economy, which requires more than 2000 jobs to be created in the next 20 years to maintain the current ratio of local employment. A range of industries and businesses will contribute, but it is the visitor economy that is expected to provide the most growth.

This Council Plan not only reflects the important work that needs to be undertaken by Council during this term, but also lays the foundation for what is required to ensure a successful and sustainable future for our community.

Cr Brian McKiterick
Mayor
June 2017

Our Vision

"An engaged, innovative and sustainable community."

This plan identifies five main themes that support our vision and will guide Council's focus throughout the current four-year term.

Each theme is aligned with a number of strategic objectives and outcomes.

Our Themes

1. Community Wellbeing
2. Environmental Leadership
3. Balancing Growth
4. Vibrant Economy
5. High Performing Council

About the Council Plan (incorporating the Health and Wellbeing Plan)

The Surf Coast Shire Council Plan 2017-2021 is a plan for our community. It sets Council's strategic direction for the next four years, identifying the key priorities and themes that will help guide decision-making during this time.

This Council Plan also incorporates the Surf Coast Shire's Health and Wellbeing Plan for the first time, reflecting Council's commitment to improving the health and wellbeing of the local population. Enhancing the quality of life of our residents and visitors is intrinsic to Council's vision for an engaged, innovative and sustainable community.

Working in partnership with all levels of government, peak bodies, local organisations and members of our community, Council aims to deliver better health and wellbeing outcomes for all and to contribute to the overall success of the *Victorian Public Health and Wellbeing Plan 2015-2029*.

Community members and a range of organisations helped shape this plan by providing Council with ideas and important feedback on the five key themes. An online survey on *Surf Coast Conversations* – distributed through various community groups - allowed people across the Shire to share insights that helped Council determine priorities and tailor strategies.

As part of the plan, Council commits to evaluating its own performance and publishing results within its annual report each October. The community has an opportunity to assess Council's annual performance against the priorities outlined in this plan.

Council will draw on funds and resources from the Strategic Resource Plan to deliver the actions outlined in the Council Plan, and will work with a range of partners to implement this.

With the recent introduction of the Victorian Government's Fair Go Rates system, Council is mindful of the ongoing requirement to meet community needs for services and infrastructure, while safeguarding the long-term social, economic and environmental viability and sustainability of the Surf Coast Shire.

Why do we need a plan?

Developing a Council Plan helps our community – residents, visitors, local businesses, organisations, agencies, staff and other important partners – to have a shared understanding of our vision and priorities.

As well as planning for the future needs of our municipality, Council plays a key role in promoting health and wellbeing across our community. These important functions are requirements under State Government law, as outlined in:

i) Section 125 of the *Local Government Act 1989 (Vic);* and
ii) Section 26(2) of the *Public Health and Wellbeing Act 2008*.

Section 125 of the *Local Government Act 1989* requires a Council to prepare and approve a Council Plan within six months of a general election or by the next 30 June, whichever is later. The Council Plan must include:

a) the strategic objectives of the Council;
b) strategies for achieving the objectives for at least the next four years;
c) strategic indicators for monitoring the achievement of the objectives;
d) a Strategic Resource Plan containing the matters specified in section 126 of the Act;
e) any other matters which are prescribed by the regulations.

The *Victorian Public Health and Wellbeing Act 2008* requires that municipal public health plans are also developed within 12 months of a general council election, or included in the overall Council Plan, with a focus that:

- builds on priority areas evident in the Council Plan;
- examines data about health status and determinants in the municipal district;
- is consistent with the municipal strategic statement and other related plans, e.g. heatwave

plan;

- incorporates evidence-based goals and strategies for creating a local community in which people can achieve maximum health and wellbeing;
- specifies how the council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health plan;
- provides for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan; and
- supports a social model of health.

Surf Coast Shire Council Policy Context

The Council Plan takes into account the range of existing policies and documents across the organisation to ensure consistency. The existing documents provide guidance at a more operational level. The full list is available on our website.

A range of data sources was used in the development of the Council Plan, incorporating a review of the five environments for health – social, built, natural, economic, as well as an examination of the cultural environment. A list of all data sources and their relevance to the Council Plan is included at Appendix 1.

This plan also forms part of the *G21 Health and Wellbeing Plan* for our region, which was developed through collaboration with local communities, organisations and regional partners. Its aim is to support and strengthen the capacity of communities and individuals to achieve better health.

G21 is the formal alliance of government, business and community organisations within the Geelong region across five member municipalities – Colac Otway, Golden Plains, Greater Geelong, Queenscliff and Surf Coast Shire. Council works closely with the G21 alliance to help develop strategies that will improve the lives and experience of people who live, visit and work in our communities.

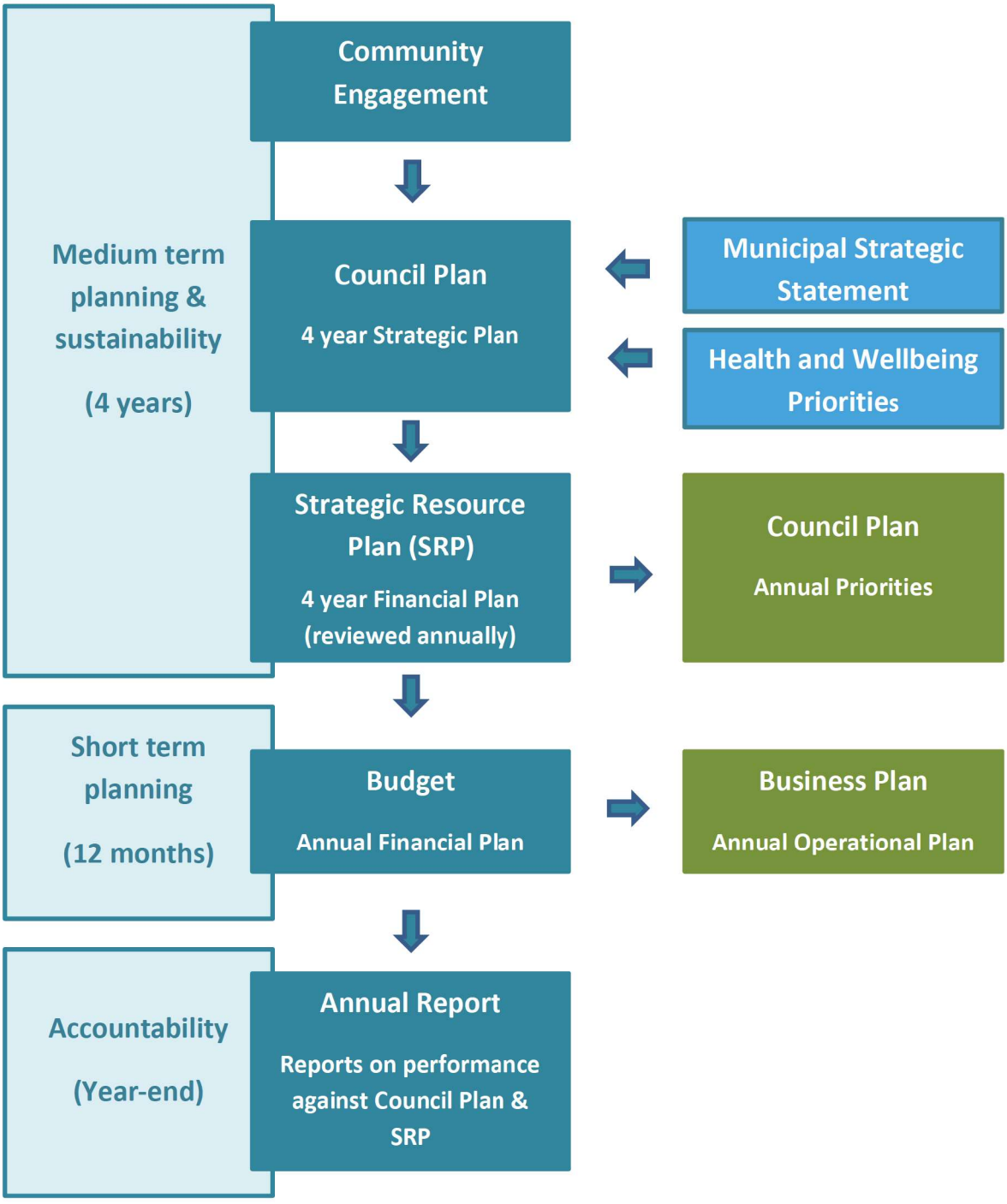
The priorities identified in the *G21 Health and Wellbeing Plan* include the promotion of active living and healthy eating and the prevention of men's violence against women and children.

The Surf Coast Shire Council Plan acknowledges the priorities set out in the *Victorian Health Priorities Framework 2012 – 2022: Rural and Regional Health Plan*. It also supports the vision of the *Victorian Public Health and Wellbeing Plan 2015 –2019* for a state free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age.

Council Planning Hierarchy

Community engagement is the foundation for developing the Council Plan and Strategic Resource Plan. Both are important touchstones to establish our annual priorities and prepare a budget and business plan for the year ahead.

Council is committed to implementing the plan in partnership with the community, organisations and agencies providing services, and other levels of government. A list of these partners is provided at Appendix 3.



Community Engagement

Surf Coast Shire Council recognises that keeping people informed and inviting them to take part in decision-making makes our community a better place to live, work and visit.

As detailed in the Council's Communications and Community Engagement Strategy 2015 – 2018, Council agrees that community members have a right to know and contribute to decisions that affect them.

In accordance with the *Local Government Act 1989*, "the primary objective of a council is to endeavour to achieve the best outcomes for the local community with regard to the long-term and cumulative effects of decisions". The 'Best Value Principles' also contained in the Act support a program of regular consultation with the community in relation to the services provided by Council and its responsiveness to community needs.

Council recognises that this can only be achieved if people are involved in planning for their future.

Through consultation, collaboration and engagement with the Council, our community has contributed to the development, implementation and evaluation of the Council Plan, which is not only a requirement under the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but helps improve the quality of the plan. Council believes this plan reflects the views and aspirations of our community.

Using the online hub Surf Coast Conversations along with numerous face to face discussions, community members have been able to help shape the Council Plan by sharing feedback about priorities for the next four years, including goals for better health and wellbeing, and input into the five themes and what might be delivered under each of them.

Almost 1,000 people provided their views via this portal. While many views were diverse, there was a consistent message that people love to live in and visit the Surf Coast Shire and there are many things that make the area special. Our community is looking for the opportunity to participate further in community life and provide support for others in the community.

The draft Council Plan 2017-2021 was made available on the Council website and Surf Coast Conversations online hub in April and May 2017, and at the following exhibition locations for further public comment. The opportunity to provide feedback was extensively advertised. Additional feedback was considered in development of the final plan.

Hard copies of the survey and draft Council Plan were available for inspection at:

- Council office, 1 Merrijig Drive, Torquay
- Aireys Inlet, Anglesea, Lorne & Winchelsea Post Offices
- Lorne Visitor Centre
- Deans Marsh and Moriac General Stores
- Torquay and Mobile Libraries
- Community Houses at Anglesea, Deans Marsh, Lorne and Winchelsea

Monitoring and Evaluation

It is important that Council has an opportunity to reflect on the implementation of the Council Plan on an annual basis, not only as a requirement of the *Victorian Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*, but to ensure that delivery of the plan is on target and to check that the plan's strategies remain the best way for Council to deliver its priorities.

Annual monitoring and review allows Council to determine whether it has achieved what it set out to do; how well it did it; what difference it has made; and whether any adjustments are needed to the plan for the remainder of its term. Section 125 (7) of the *Local Government Act 1989* specifies that "At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan".

Indicators are included in the plan to demonstrate how Council will measure its performance against the strategic objectives. The *Local Government (Planning and Reporting) Regulations 2014* require Council to report twice a year on these indicators.

Where appropriate, Council is working with partners to improve the monitoring and evaluation of the plan. In particular, Council is working with broader G21 Councils to review the effectiveness of shared regional plans.

The *Public Health and Wellbeing Act 2008* requires that "A Council must review its municipal public health and wellbeing plan annually and, if appropriate, amend the municipal public health and wellbeing plan". The Act does not require a specific reporting requirement. Integration of the Health and Wellbeing Plan within the Council Plan will ensure that performance will be reported against health and wellbeing outcomes every six months.

Your Council

As affirmed in our Council Purpose, we exist *to help our community and environment to thrive*. In working to fulfil our purpose, the organisation supports our Councillors so they can best serve our community.

These principles underpin how the Council organisation operates.

Our community has many important priorities. Our Council sought your views and diligently reviewed these priorities to identify those to be included in the Council Plan.

I would like to highlight two themes that will require particular focus: how do we manage growth and how do we generate jobs, while maintaining the character and amenity of our towns and rural hinterland? While they are not new issues as such, the Council Plan seeks to draw out strategies for addressing them at a deep level.

The Council Plan also recognises the importance of community wellbeing and that our way of life ultimately depends on the environment. For example, our recent youth survey highlighted the importance of improving health services for young people, in particular in support of mental health.

Council understands that you, our citizens and customers, require from us an efficient and effective service. We are working hard to understand your experience in dealing with Council and are identifying ways for it to be enhanced. We will continue with important reform programs, such the use of digital technologies and Council's focus on our town planning service.

The Council Plan outlines how we intend to deliver the required outcomes and measure our performance. Importantly, we have also developed a 10-year financial plan that shows how Council's priorities can be supported.

It is an authentic and insightful plan, with realistic and achievable goals that we believe will make a significant difference to our community – not only over the next four years of this Council term but also for the long-term future of the Surf Coast Shire.

We are committed to working alongside you to achieve this.

Keith Baillie

CEO, Surf Coast Shire

June 2017

Council Purpose and Organisation Direction

This Council Plan includes our Council Purpose and Organisation Direction, which were developed to help ensure the Council's activities remain focused on community needs. Much thought has been given to developing statements that define Council's strategic focus and decision-making.

These statements were made available for community consultation in June 2016.

The Surf Coast Shire Council Purpose states the Council exists to:

Help our community and environment to thrive.

The Organisation Direction was introduced to guide thinking on future challenges and opportunities.

There are many influences likely to impact the way a Council operates. Factors such as rate capping, pervasive technology, alternatives to government-provided services, environmental change and social disadvantage will all influence Council's future direction.

The Organisation Direction is intended to address these influences and articulate Council's future focus.

The Organisation Direction states that the Council will be:

An innovative and flexible leader,
and a constructive partner,
that values the strengths of others;
a place where people can do their best
and be proud of their achievements.

Your Councillors

The Council election held in October 2016 saw the election of nine Councillors and the continuation of a four-ward structure for our municipality. The Anglesea, Lorne, Torquay and Winchelsea Wards ensure that communities have local representation in Council.

Surf Coast Shire Councillors are elected by residents and ratepayers to govern the municipality. The Mayor of the Council is chosen by the Councillors in November each year for a 12-month term.

<table>
<tr><th colspan="4">Anglesea Ward</th></tr>
<tr>
<td> </td>
<td>Cr Libby Coker

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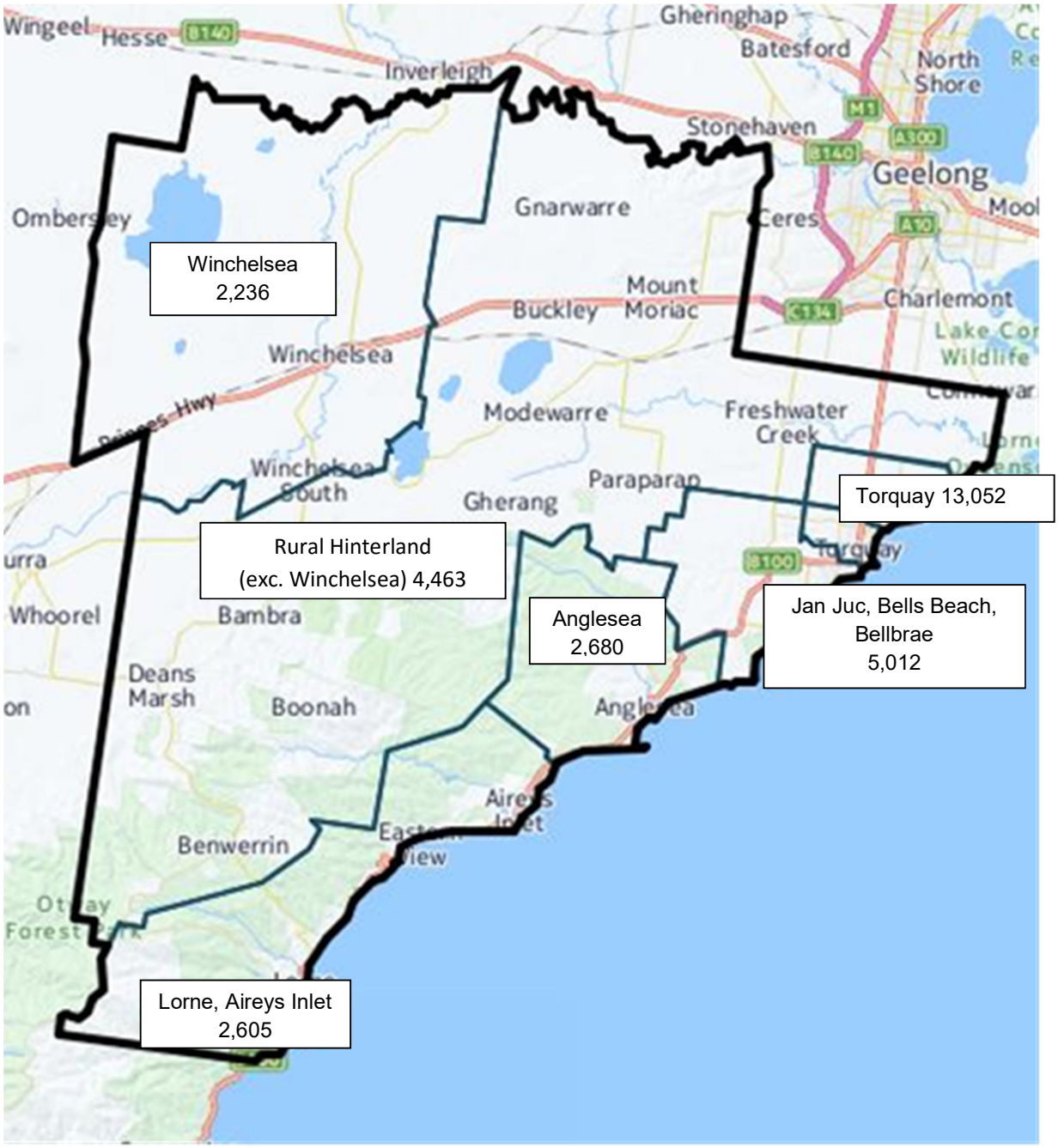
About Surf Coast Shire

Id. Consulting (Forecast.id), 2017 Surf Coast Shire population forecast by district = 30,048



Our Community

The Council Plan 2017-21, adopted in June 2017, is a reflection of our community. Where we live, who we are, what we do, what we value and what we consider to be our future challenges, are all elements that were considered in developing a strategic plan. Consultation with the Surf Coast Shire community provided significant insight into local needs and priorities. Where possible, relevant statistical data has been used to provide an understanding of our demographic profile, expected future trends and health and wellbeing needs.

Location

The Surf Coast Shire, with its beach, bushland and rural environment, is located in south-western Victoria, 120km from Melbourne, 21km south of Geelong and close to the Geelong Ring Road. It is an appealing destination for holidaymakers and international visitors, or those looking to make a permanent sea change. The Shire is home to some of the world's best surfing locations and the iconic Great Ocean Road, with other important attractions including the Great Otway National Park, Bells Beach and Erskine Falls.

Population

The Surf Coast Shire continues to be one of the fastest growing municipalities in Victoria, with the permanent population forecast to rise from 30,048 in 2017 to almost 44,000 by 2036 (*forecast.id March 2017*). Over the life of this Council Plan 2017-21, around 3,000 more people are expected to live in the Surf Coast Shire, taking the total population above 32,837 by 2021 (*forecast.id*).

The main townships of the Surf Coast Shire include Aireys Inlet, Anglesea, Bellbrae, Deans Marsh, Fairhaven Jan Juc, Lorne, Moriac, Torquay and Winchelsea. Each of these townships has a keen sense of community, a unique identity and a strong desire to protect and nurture the environment. There is also a significant rural population including farming and rural-based residential communities.

The greatest population growth in the Shire over the past 20 years has generally been focused in Torquay and neighbouring Jan Juc. While most of the Shire's growth in housing development is expected to continue in Torquay, particularly to the north and west of the township, Winchelsea is recognised as the secondary growth centre within the Shire, with residential dwelling numbers forecast to increase by 43% by 2036 (*forecast.id March 2017*).

Ongoing population growth in the Shire is based predominantly on two factors – the attractiveness of a coastal lifestyle to young families, and the significant demand from retirees moving from Melbourne and Geelong. This latter group is pedicted to increase as the 'baby boomer' generation reaches retirement age.

The Shire continues to accommodate significant numbers of tourists, particularly in summer, when the population generally doubles in size. Part-time populations are also significant, with holiday-home residents, seasonal visitors, event crowds and day-trippers all adding to the number of people who visit, live and work here. Visitation to the Surf Coast Shire is expected to increase by one third in the next 25 years.

Total voting population and its distribution throughout the Shire is another important consideration and is used by the Victorian Electoral Commission to ensure equitable Councillor representation within each ward. In January 2017, the voting population of the wards was Anglesea: 3,043 (two-Councillor ward); Lorne: 1,314 (one-Councillor ward); Torquay: 11,328 (four-Councillor ward); and Winchelsea: 6,444 (two-Councillor ward), with a total of 22,129 registered voters.

Managing anticipated growth in the permanent population, as well as the ongoing temporary increases in populations during peak periods, is critical due to the impact such growth will have on local communities, infrastructure and environments. This plan looks at how we can ensure local communities in the Shire are resilient and sustainable.

Additional information about population forecasts and demographics of the Surf Coast Shire can be accessed via forecast.id. (http://forecast.id.com.au/surf-coast)

Strategic Opportunities and Risks

Key influences on the population of the Surf Coast Shire are: the natural environment; access to major centres; change in demographics; rapid population and housing growth; tourism; and age composition. Council has considered the strategic opportunities and risks inherit in each of these factors, in order to plan effectively for them. The challenge for Council is to maximise opportunities presented by these influences, whilst minimising risks, in a climate of strong population growth and limited funding. Some of these opportunities and risks include:

Natural environment:
The proven health and wellbeing benefits of the natural environment mean the Surf Coast Shire is well placed to achieve positive quality-of-life outcomes for its residents and visitors. From a walk on the beach, a picnic in the bush and surfing in the ocean, to sightseeing down the Great Ocean Road, our Shire is naturally built for good health and wellbeing. With this advantage, comes the associated risk of bushfire and potential mental stress, as well as the need to protect public open spaces and green belts as the population and dwelling numbers grow.

Access to major centres:
With close proximity to Geelong (including Waurn Ponds and Armstrong Creek) and direct access to Melbourne, the Surf Coast Shire offers considerable choice and opportunities to fulfil employment, social, medical and educational needs. This proximity, coupled with a coastal lifestyle, attracts many to the Shire. The risk is that it may limit the development of local services, such as public transport and health.

Change in demographics:
The influx of more affluent residents, including 'sea-changers' migrating from Melbourne, has seen the socio-economic landscape of the Shire change considerably over the years. With more people in the highest income quartile – and fewer in the lowest – the Surf Coast Shire has become one of the least disadvantaged municipalities in Victoria. However, this Shire-wide result masks smaller areas of disadvantage. Similarly, rising house prices and decreases in affordable rentals limit the opportunity for young families to move to or live in the Shire. Although wealthier people tend to be healthier, issues around work-life balance also pose a risk.

Rapid population and housing growth:
The Shire's rapidly growing population provides more opportunities for connecting with other people than some other municipalities. However, the high number of permanent residents forecast to live in the Shire places pressure on a range of services, infrastructure and natural places that contribute to overall health and wellbeing. Nearby areas, such as Armstrong Creek are also predicted to place additional requirements on infrastructure. Another risk is the lower than average diversity within the population, including ethnicity and disability, which may increase feelings of alienation for people belonging to these groups.

Tourism:
As one of Australia's top tourist destinations, the Surf Coast Shire attracts a culturally diverse, visitor population. Tourism provides benefits to the local community through increased facilities, services, events, employment and recreation. The challenge is that large numbers of visitors may negatively impact on amenity and the environment, including noise and pollution, road congestion, safety, bushfire risk, crime rates and access to services during the summer months.

Age composition:
The age distribution in the Shire is unusual for a regional municipality, encompassing strong family growth as well as a higher than average ageing population, with almost 30% of the population aged over 60 within the next twenty years. Generally, communities with a good cross-section of ages are able to maintain a broader range of services and facilities. Cross-generational support and volunteering is also strengthened. A risk factor is the local variations within the Shire, with the smaller coastal towns ageing more rapidly and attracting fewer families, creating pressure for local employment and services. The increase in numbers of older people will impact communities as health issues become more acute with age.

Our Themes for 2017-2021

The Surf Coast Shire Council Plan focuses on five themes that capture the essence of what Council is hoping to achieve over the next four years in order to make a difference in our community.

Each theme comes with its own set of challenges, which Council has responded to by detailing what it hopes to achieve (strategic objectives) and what the community can expect to see as a result of our actions.

Council will report on its performance against these themes in February and October each year. The full year performance results are included in the Surf Coast Shire Council Annual Report in October, and published online at www.surfcoast.vic.gov.au.

This section also identifies services Council already delivers to support each theme, as well as existing strategies and legislation that determine how Council delivers its services.

COMMUNITY WELLBEING:	Create an inclusive community where everyone can participate and contribute to community life.
ENVIRONMENTAL LEADERSHIP:	Preserve and enhance the natural environment.
BALANCING GROWTH:	Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained.
VIBRANT ECONOMY:	Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors.
HIGH PERFORMING COUNCIL:	Deliver valued services to the community.

Our Themes: Making a Difference

Council Vision	An engaged, innovative and sustainable community.
Council Purpose	To help our community and environment to thrive.
Organisation Direction	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.
Council Plan Approach	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

Measuring our Performance

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
1. Improvements in overall quality of life, and reported on the following cohorts: • People under 25 • People over 65 • People with Disabilities	Annually commencing in 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing in 2017	Collection methods endorsed by the Renewable Energy Taskforce	e, f, g, i
3. An increase in housing in Winchelsea and Moriac	Annually commencing in 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, i, j, k, l, n, o
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing in 2017	Community Satisfaction Survey	i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing in 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, f, i, n, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing in 2017	Small area labour markets data source	a, b, d, g, h, i, k, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing in 2017	Internal systems (Finance)	f, h, k, p, q, r, s

Strategic Indicator	Regularity	Proposed Collection Method	Related Strategic Objective
8. Increase in the number of digital transactions with Council including: • Self Service Transactions • Completion of forms	Biannually commencing in 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annually commencing in 2017	Community Satisfaction Survey	All strategic objectives relate to this indicator
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Biannually commencing in 2017	Internal Systems (Planning)	q, r, s

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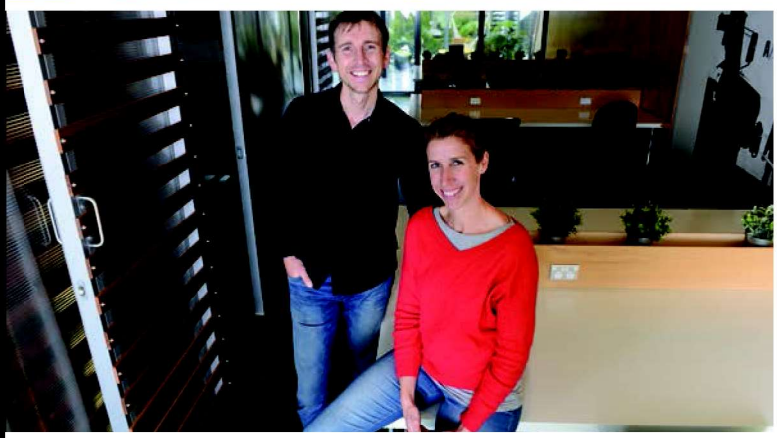
COUNCIL PLAN SUMMARY 2017–2021

(Incorporating the Health and Wellbeing Plan)



COUNCIL VISION

An engaged, innovative and sustainable community.

COUNCIL PURPOSE

To help our community and environment to thrive.

ORGANISATION DIRECTION

Our organisation will be:
An innovative and flexible leader,
And a constructive partner,
That values the strengths of others;
A place where people can do their best
And be proud of their achievements

COUNCIL PLAN APPROACH

While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome *(What we will see)*	Strategy *(What we will do – actions/programs)*
a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life	1. Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations 2. Facilitate and support high levels of volunteering in the community 3. Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy
b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing	4. Develop and implement local programs to support *Healthy Eating and Active Living* 5. Implement health and wellbeing impact assessments as part of infrastructure and project planning 6. Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7. Reinforce policies to manage electronic gaming machines
c) Improve community safety	People feel safe in their community	8. Understand community safety issues and needs, and design an appropriate local response 9. Continue to build community resilience to prepare for emergencies
d) Provide support for people in need	Young people and their families are able to access the services and support they need	10. Work in partnership with community and agencies to improve young people and their families' access to the services and support they need
	Older people are supported to live independent and meaningful lives	11. Pursue *Age Friendly City* status
	Culture, all abilities and diversity are celebrated	12. Contribute to the delivery of the *Strategic Plan for prevention and addressing violence against women and children in the G21 region* 13. Implement the *Accessible and Inclusive Surf Coast Shire Strategic Plan*

ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome *(What we will see)*	Strategy *(What we will do – actions/programs)*
e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy	14. Implement the Renewable Energy Roadmap 15. Support the work of the Renewable Energy Taskforce
f) Improve the re-use of resources	More waste is diverted from landfill for reuse and recycling Recycled water is used to support agribusiness appropriate to the shire	16. Develop and implement organic waste diversion pilot program 17. Develop and implement a waste reduction program to increase the life of the landfill 18. Review and expand Plastic Wise Program 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
g) Support local food production	An increase in the production and consumption of locally grown food	20. Develop and implement a local food program in partnership with community
h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the shire (CP, L)	21. Finalise and implement the Rural Hinterland Strategy 22. Develop partnerships to better manage interfaces between public and private land 23. Effectively manage pests, plants and animals on Council land

BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the shire are retained

Strategic Objective	Outcome *(What we will see)*	Strategy *(What we will do – actions/programs)*
i) **Ensure infrastructure is in place to support existing communities and provide for growth**	Infrastructure demands, including public transport, are planned and provided for	24. Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25. Explore the potential public transport link to Torquay and the level of rail service on the Warrnambool line 26. Conduct a review of the existing pathway strategy and implement recommendations 27. Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28. Work with the community and stakeholders to implement the Anglesea Futures program 29. Advocate for supporting infrastructure
j) **Strengthen township boundaries and support unique township character**	Sprawl is contained and townships remain distinct communities with designated settlement breaks between	30. Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31. Encourage in-fill development and direct growth to designated areas 32. Develop a communications strategy to explain the implications of living in different planning zones
k) **Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own shire**	Measures are in place to limit negative impacts on amenity	33. Advance a Winchelsea and Moriac Development Program 34. Advance a Strategic Plan for Lorne 35. Conduct an impact analysis of Torquay's growth including Armstrong Creek 36. Explore the impact of increased traffic on the road network including inland transport routes

VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Strategic Objective	Outcome *(What we will see)*	Strategy *(What we will do – actions/programs)*
l) **Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community**	Continued growth in local employment	37. Support and build capability of businesses and business / tourism groups 38. Investigate how the strategic road network impacts on commercial transport 39. Facilitate and enable stronger relationships between industry and education 40. Plan for industrial and commercial zones in growing communities
m) **Facilitate high quality events throughout the year**	Diverse series of events that deliver economic, environmental and social benefits to the community	41. Further develop diverse, major and signature events and a communication and promotion program
n) **Strengthen the vitality of town centres**	Town Centres are a good place to be and an important part of community life	42. Identify and support the economic and social drivers of town centres within the shire
o) **Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses**	There are a number of strong industry sectors, which create a sustainable year-round economy	43. Work with key stakeholders to encourage visitors to stay longer and spend more in the shire 44. Develop and implement an industry development and attraction program 45. Advocate for and drive the Great Ocean Road visitor economy 46. Develop and implement an agribusiness strategy

HIGH PERFORMING COUNCIL:

Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do – actions/programs)
p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan Council has the capacity to deliver on new things	47. Establish long-term financial principles and incorporate into the long-term financial plan 48. Develop and implement an organisational capability and capacity program 49. Develop innovative funding partnerships with community, business and government 50. Build on relationships with agencies and key stakeholders for the benefit of the community
q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making Council communicates its decisions clearly and widely	51. Prepare for Local Government Act review recommendations 52. Evolve our community engagement approach to inform strategic Council direction and decision- making 53. Use technology to make Council decision-making more accessible
r) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response We see improvements in Council performance in areas of high importance to the community	54. Implement Digital Transformation Program, including opportunities for customer self-service 55. Investigate the feasibility of a certified quality system 56. Improve how we manage customer requests and complaints 57. Continued reforms in statutory planning service delivery 58. Further update and implement a customer service strategy
s) Ensure the community has access to the services they need	High quality services are available to the community	59. Review Council-delivered services to ensure they are of high quality and delivering best value 60. Conduct service reviews to identify best service delivery model 61. Advocate for services that are best delivered by others 62. Review arrangements for governance of the coast

Healthy & Well | Safe & Secure | Capabilities to Participate | Connected to Culture & Community | Liveable

STRATEGIC INDICATOR	REGULARITY	COLLECTION METHOD	RELATED STRATEGIC OBJECTIVE
1. Improvements in overall quality of life, and reported on the following cohorts: People under 25 People over 65 People with Disabilities	Annually commencing 2018	Clinically valid method collected in partnership with research body	All strategic objectives relate to this indicator
2. 25% of energy is from renewable sources by 2020	Annually commencing 2017	Collection methods endorsed by the Renewable Energy Taskforce	c, e, f, h, k, p, r
3. An increase in housing in Winchelsea and Moriac	Annually commencing 2017	Internal Systems (Planning & GIS)	a, b, c, d, g, h, l, j, k, l, m, n, o, p
4. Maintain satisfaction in planning for population growth in Torquay / Jan Juc	Annually commencing 2017	Community Satisfaction Survey	h, i, j, k
5. Increased access to public transport including trains, public buses and community buses	Annually commencing 2017	PTV statistical information, internal records relating to community transport	a, b, c, d, h, k, o, s
6. Rolling median annual unemployment rate for the Shire does not exceed 3.5%	Biannually commencing 2017	Small area labour markets data source	a, b, d, g, i, j, l, m, n, o
7. Meet the financial benefit targets in the long term financial plan	Annually commencing 2017	Internal systems (Finance)	f, h, j, p, r, s
8. Increase in the number of digital transactions with Council including: Self Service Transactions Completion of forms	Biannually commencing 2017	Internal systems (Payment & Web)	p, q, r, s
9. Increased performance rating for Customer Service in the Annual Community Satisfaction in Local Government Survey	Annually commencing 2017	Community Satisfaction Survey	a, h, l, o, p, q, r, s
10. 80% of planning permit applications are determined within 60 statutory days by the end of the term of the plan	Biannually commencing 2017	Internal Systems (Planning)	q, r, s

Theme 1: COMMUNITY WELLBEING

People make our community what it is ... so your health and wellbeing is our priority. Our aim is for the Surf Coast Shire to be a place where people are proud to live, participate and contribute to local life. As a community, we value healthy and active lifestyles and we care about our mental wellbeing. We should all feel safe and have access to the services and support we need, whilst living independent and meaningful lives. Importantly, we want to celebrate culture and diversity.

Health and Wellbeing

Councils play a key role in planning for health and wellbeing across their municipalities, as recognised in both the *Local Government Act 1989*, which outlines a council's role in the protection, improvement and promotion of health and wellbeing, and the *Victorian Health and Wellbeing Act 2008*, which requires that councils develop a health and wellbeing plan – or incorporate it into the overall Council Plan – by 30 June following a general council election.

The Surf Coast Shire Regional Profile compiles the latest population health, Census and other data to provide a snapshot of demographics and health and wellbeing across the Shire. This profile is available here (http://www.g21.com.au/sites/default/files/resources/141029_region_profile_surf_coast_webv2.pdf)

The general health and wellbeing of a community can be measured and reviewed through the examination of five key 'environments' – social, built, natural, economic and cultural.

The Surf Coast Shire scores very well on the bulk of health and wellbeing indicators, including diet and exercise, mental health and welfare, general health conditions/disease, some aspects of community engagement, recreation facilities, urban design, open space, nature, sustainable living and economic circumstances overall.

We are more challenged with issues such as access to health services, supporting our growing population over 65, and connecting with and supporting our young people. Other areas of concern include long commutes, work-life balance, availability of public transport, the affordability of housing, ongoing and non-seasonal employment opportunities, lack of diversity, alcohol abuse, increasing vulnerability of children in some areas, youth, and access to some health services.

It is important to note that some issues draw on total Shire characteristics, while other indicators are from smaller surveys and may require further validation. Where there is a comparison with 'an average', this refers to Victoria.

Following is an overview of the strategic objectives Council has developed for improved health and wellbeing in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Support people to participate in and contribute to community life

A community may be defined as people who live together in the same area, or people who are linked together through a shared interest. Increasing connection to community has well-known mental and physical wellbeing advantages. It connects people and improves the outcomes for society as a whole.

The Victorian public health and wellbeing outcomes framework recognises the importance of being connected to a community via an organised group or via participation in a cultural or arts activity.

The Surf Coast has volunteering rates of 43.7% which is significantly higher than the Victorian average of 34.3%. The Surf Coast Shire also has a significantly higher than average percentage of people participating in citizen engagement activities at 69.3%. (VicHealth, 2012)

These high participation rates may be partially driven by the larger than average number of retirees in the Shire and therefore ongoing sustained rates of volunteering and community participation are not guaranteed.

This strategic objective is designed to recognise the importance and value of citizen engagement activities in a number of forms, and to identify how Council can better support those already taking part and encourage new people to participate. It will build on the strengths of the community, support volunteer activities and recognise the importance of heritage, arts and culture to the Surf Coast.

Support people to be healthy and active

The Surf Coast has a number of natural advantages in achieving high levels of healthy activity. People in the Shire regularly visit green spaces and generally have healthy eating habits. People in the Surf Coast also have lower levels of a range of preventable diseases. (Department of Health and Human Services, Victoria, 2017)

The community survey,conducted as part of the preparation for this Council Plan, highlighted the value that residents and visitors place on the provision of open space and recreation facilities. The community reinforced the need for Council's ongoing role in supporting these spaces and facilities.

The Council has also committed to supporting the G21 priority work, in relation to Health Eating and Active Living (http://g21hwbpillar.com.au/project/healthier-eating-and-active-living) as well as the G21 Physical Activity Strategy (http://www.g21.com.au/g21-physical-activity-strategy-2014-17).

It is essential that Council continues to focus on these areas to ensure that these current levels of healthy activity are maintained or improved. In addition, Council has the opportunity to incorporate health and wellbeing as part of planning for all project activities. This will help to ensure that key investment in the Surf Coast is focused on achieving all available health and wellbeing outcomes.

However, there are other areas where the Surf Coast does not score as well, particularly in relation to alcohol usage. People in the Surf Coast spend more on packaged liquor and at licensed premises than the Victorian average (VicHealth, 2012). As a holiday destination, the Surf Coast is at risk of being an environment of increased alcohol consumption. A number of actions will be undertaken to address these issues, as they are not confined to one cohort or situation.

In addition, a survey of young people conducted by Council in 2016 highlighted that many young people were concerned about the potential for increased abuse of illegal drugs. Council is working with a range of partners to identify actions that will have the biggest impact on mitigating the harm from illegal drugs.

Electronic Gaming Machine players lost over $2.8m dollars in 2015/2016 (Victorian Commission for Gambling and Liquor Regulation, 2016) and gambling losses continue to rise, with a 50% increase in player loss since July 2016, reinforcing the need to continue to focus on ensuring that gambling is conducted in a responsible manner.

Improve community safety

On average, a higher proportion of people in the Surf Coast feel safe walking alone during the day or night than the Victorian average (VicHealth, 2012). Overall, the crime rate within the Shire remains low. However, some areas of crime are disproportionately high, such as thefts and burglaries (Crime Statistics Agency). These rates may be partially driven by higher numbers of people who choose to live part-time in the Shire.

In addition, the community survey conducted as part of the development of the Council Plan showed than many people had increasing concerns about personal safety for a range of reasons, including pedestrian, personal and emergency safety (Surf Coast Shire, 2017). Council is working in partnership with other agencies, including Victoria Police and emergency services providers, to understand and address community safety concerns.

Provide support for people in need

The Surf Coast Shire SEIFA (Socio-Economic Indexes for Areas) Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

Overall, the population of the Shire experiences a relatively high SEIFA index at 1066.5, with above average levels of employment, higher than average salaries and lower than average levels of disadvantage when compared to Victoria (.idcommunity). However, these statistics mask some local areas of disadvantage. The SEIFA index across the municipality varies from 922 to 1131. A survey of young people conducted by the Surf Coast Shire in 2016 showed a need for increased youth-friendly health and mental health services. In addition, one in ten young people said they had no-one to turn to in times of trouble. This survey also demonstrated the need for improved health services catering to young people (Surf Coast Shire, 2016). Council is committed to working with service providers to reduce any service gaps in these areas.

The Surf Coast Shire is an attractive place for people to retire and the Shire has a higher proportion of persons at post-retirement age than Greater Melbourne (.idcommunity). The over 60 population is predicted to grow from 20% to 30% in the next twenty years, and is therefore an important cohort to focus on. While the Shire recognises the benefits of our area for retirees, this also presents challenges in providing access to suitable services, infrastructure and support. Council has committed to pursuing Age-Friendly City status, a concept developed by the World Health Organisation. This is a holistic strategy that looks at transport, infrastructure and social supports in the context of an active ageing population.

Violence against women and children is also an important focus, with one in three women experiencing physical violence since the age of 15 (Our Watch). Surf Coast Shire Council is supporting the work being done by G21,, including its extensive action plan, to help prevent and address this violence (http://g21hwbpillar.com.au/project/preventing-and-addressing-violence-against-women-children-strategic-plan-2016-20).

At the time of writing, there were approximately 869 people who require assistance with day-to-day activities within the Shire. With an ageing population, this figure is likely to increase (.idcommunity). However, when accessibility issues impact on a larger population that those with physical disabilities. Improved access to facilities benefits a range of people including parents with prams, people with temporary disabilities or people with permanent mobility concerns. The Accessible and Inclusive Surf Coast Shire Strategic Plan provides for a large number of specific actions that can be implemented within Council over the period of this plan. (https://www.surfcoast.vic.gov.au/files/assets/public/council/hearing_of_submissions_committee/2015/item_21_appendix_2_-_draft_access_and_inclusion_strategic_plan_2014-24_summary.pdf)

The majority of evidence supports the need to implement specific strategic activities to ensure that all people - regardless of age, circumstance or ability - are able to access services they need to maintain or increase their independence, health and wellbeing.

COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)
a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	1) Develop and implement a program to support communities of place and interest, and opportunities for them to identify and achieve their community aspirations 2) Facilitate and support high levels of volunteering in the community 3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy
b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support *Healthy Eating and Active Living* 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines
c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies
d) Provide support for people in need	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need
	Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)	11) Pursue *Age Friendly City* status
	Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	12) Contribute to the delivery of the *Strategic Plan for prevention and addressing violence against women and children in the G21 region* 13) Implement the *Accessible and Inclusive Surf Coast Shire Strategic Plan*

Health and Wellbeing Focus Areas				
Healthy & Well (HW)	**Safe & Secure (SS)**	**Capabilities to Participate (CP)**	**Connected to culture and community (CC)**	**Liveable (L)**

Theme 2: ENVIRONMENTAL LEADERSHIP

Surf Coast Shire Council remains committed to preserving and enhancing the natural local environment. From driving the uptake of renewable energy and re-use of resources, to supporting the production and consumption of locally grown food, Council is working with local communities to build our region as a leader in sustainable and environmentally-friendly practices.

Environment

The Surf Coast Shire is an area of high environmental significance, which underpins our lifestyle and economy. With spectacular physical features, including a large coastline and state and national parks, unique natural character and significant biological diversity, the environment is a defining feature of the Surf Coast Shire. This influences decisions on local urban development and land management.

As owner or manager of less than one per cent of land in the Shire, it is critical that Council works in partnership with the community and other agencies to oversee and protect the natural environment, particularly through the management of public open spaces, as well as the supervision of planning controls on environmentally significant land. An important focus is managing invasive pests, plants and animals, and the impacts of climate change, such as rising sea levels and increased bush fire risk.

The Surf Coast Shire recently implemented its joint Council-community Towards Environmental Leadership program which clearly sets out a series of specific environmental actions. https://www.surfcoast.vic.gov.au/My_Environment/Towards_Environmental_Leadership

Following is an overview of the strategic objectives Council has developed for environmental leadership in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Drive the use of renewable energy

Increasing renewable energy helps to support energy security and meet our international commitment to reduce greenhouse gases. In June 2016, the Victorian Government committed to Victorian renewable energy generation targets of 25 per cent by 2020 and 40 per cent by 2025. This policy was designed to give the renewable energy sector confidence in investing in renewable energy projects and generate employment opportunities (Department of Environment, Land, Water and Planning, 2016).

The community survey conducted as part of the development of this plan shows significant support for Council to continue to show leadership in this area. In keeping with this community expectation, Council has made a commitment to taking a leadership role and assisting the Victorian Government to meet these obligations. As part of its Towards Environmental Leadership program, Council has already commenced work in this area through the development of a renewable energy task force and roadmap. This work will continue through the term of this plan.

Actions completed as part of this strategic objective holistically consider reducing total energy usage, as well as increasing rates of renewable energy, both by Council and by our community.

Improve the re-use of resources

During the development of the plan, Council had targeted engagement with young people, including those under 13 years. Young people emphasised the importance of clean and litter-free recreation spaces, as well as the importance of recycling.

Council is working with a number of partners including the Barwon South West Waste and Resource Recovery Group to further the 12 priority actions identified by that group (http://www.bswwrrg.vic.gov.au/). Those actions are designed to improve recycling rates, reduce waste to landfill and plan for the region's future sustainability. Council has a keen interest in achieving this in order to support its own landfill and recovery sites.

Support local food production

Food insecurity occurs when people are unable to access an adequate food supply at all times and this may be caused by economic hardship or due to food supply, which may be heightened in small towns. The Surf Coast has a slightly elevated percentage of people experiencing food insecurity compared to the state measure (Department of Health and Human Services, Victoria, 2017). This was also identified by Council when it completed detailed health and wellbeing township profiles.

Increasing local food production can help to address food insecurity issues, improve the environmental sustainability of food, freshness of food and assist employment opportunities in the local area, all of which are a key focus for Council.

Council is working with a number of partners who focus on providing opportunities for local providers to sell their goods in the local area and are also working on a range on initiatives which increase the production of food by our local residents. These include edible landscapes, community gardens, school orchards and insect hotels.

Retain and enhance rural land for appropriate and sustainable uses

The Surf Coast Shire covers an area of 1,560 square kilometres, of which approximately 45% of the total area is used for farming and other rural uses. The Surf Coast Shire specifies that the purpose of this land is to secure food, water and energy resources. The planning scheme also seeks to protect this agricultural land in a number of ways, including limiting development to existing township areas (Surf Coast Shire, 2017).

While Council has control over only a small part of open space within the Shire, there is an opportunity for Council to help preserve that land in a sustainable manner to support native flora and fauna, while at the same time reducing the prevalence of non-native pest species.

In many instances, agricultural land abuts Council land and it is essential that Council protects and manages its own land in order to ensure the protection and sustainability of neighbouring lands. Council will investigate and implement the best methods of achieving this.

ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)
e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the *Renewable Energy Roadmap* 15) Support the work of the *Renewable Energy Taskforce*
f) Improve the re-use of resources	More waste is diverted from landfill for reuse and recycling (CP, L) Recycled water is used to support agribusiness appropriate to the Shire (L)	16) Develop and implement organic waste diversion pilot program 17) Develop and implement a waste reduction program to increase the life of the landfill 18) Review and expand *Plastic Wise Program* 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
g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community
h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the *Rural Hinterland Strategy* 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land

Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 3: BALANCING GROWTH

Council recognises the intrinsic values and unique character of townships in the Surf Coast Shire should be protected. With more people expected to live in and visit the Shire, Council will work to understand and manage the impact of population growth. The focus includes containment of residential sprawl, advocacy for more public transport, appropriate use of rural land and working to ensure our towns remain a desirable place to live.

Infrastructure

Continued growth places increased pressure on infrastructure. Council's capital investment priority is to ensure existing, well-utilised assets are renewed, redeveloped and, in some instances, expanded or replaced over time to extend their service life. Planning and investment in infrastructure is necessary as new residential neighbourhoods develop and as part-time residents are replaced with full-time ones.

The Fair Go Rates system recently introduced by the Victorian Government limits the amount of revenue councils can collect through rates. Developer contributions to new community infrastructure are collected relative to the timing of development and only partially cover the cost.

Council will need to attract funding from State and Federal governments to deliver some projects, and will work closely with local members to advocate for this financial support. Additionally, there will be a strong focus on constructive partnerships, where Council can work alongside community, business and agencies to advocate for government funding, contribute funding and deliver projects together.

Following is an overview of the strategic objectives Council has developed for balancing growth in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Ensure infrastructure is in place to support existing communities and provide for growth

Population growth can have many benefits, including increased service provision, employment opportunities and cultural diversity. However, it is essential that infrastructure is provided to meet the needs of a growing community. This may include the provision of key requirements such as roads or drainage and may also include community infrastructure, such as recreational, educational and social facilities. The provision of such facilities was a key theme identified in the survey conducted to develop this plan (Surf Coast Shire, 2017).

This includes ensuring that there are sufficient transport alternatives to mitigate increases in car usage. Access to public transport is a significant issue for people in the Shire, with only 33.2% of people living near public transport (Department of Health and Human Services, Victoria, 2017). The community survey conducted when developing the Council Plan also indicated significant concerns with access to public transport (Surf Coast Shire, 2017).

Council appreciates that provision of transport goes beyond simply increasing the number of bus routes, although this may be needed in some cases, and also considers the need to provide for improved connections and pathways between areas of transport provision. Council will work with partners to ensure that public transport provision is in place to meet the needs of the growing community and that community transport is evaluated in circumstances where there are gaps.

Another key theme in the community survey was ensuring that those who benefit from infrastructure development also help to ensure that this is appropriately funded (Surf Coast Shire, 2017). Council is investigating ways in which this can be done fairly and robustly.

Strengthen township boundaries and support unique township character

One of the key messages received as part of the community survey conducted by Council during the process to develop the Council Plan was the importance of retaining and supporting the things that

make the Shire unique in the face of population growth.

The community discussed the desire to avoid township sprawl and unmanaged growth beyond existing township boundaries. While restricting growth altogether is not possible for Council to achieve, there is recognition that there are opportunities to direct that growth in ways that enhance township character, rather than degrade it (Surf Coast Shire, 2017). The community is also presently engaged in a number of key strategic activities which will help to define the face of future townships, such as the Anglesea Futures project.

The Surf Coast Planning Scheme can be complex. There are a number of zones and overlays that apply to different areas of land. There are opportunities for Council to clarify the intent and opportunities within different zones to help people understand the use of those zones and how they contribute to overall township character. Council will work closely with a number of partners, particularly community advocates, to identify how township character can best be protected and preserved in a sustainable manner.

Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire

The Surf Coast Shire population forecast for 2017 is 30,048, and is forecast to grow to 43,763 by 2036. (.idcommunity, 2017) There is also significant growth occurring in neighbouring areas, such as the Armstrong Creek growth corridor. While the drivers of this population change are relatively well understood, the impacts on the community and infrastructure requirements are not fully known.

Growth in Torquay has been underway for some years and its continuance into the future is well documented in strategic land use planning documents. In contrast, growth in Winchelsea and Moriac is a very recent phenomenon and its 'sow burn' projection may be challenged as people seek rural living at affordable prices in close proximity to Geelong.

The views of the community regarding growth are mixed, as shown in the survey conducted as part of the Council Plan. In some cases and in some areas, growth was desired and found to be beneficial to the development of the community. In other cases, people were concerned about the potential impacts of growth on amenity and township character (Surf Coast Shire, 2017).

Further work is required to understand how to manage population growth in an appropriate manner, in the appropriate areas, and for the benefit of the community as a whole.

BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)
i) **Ensure infrastructure is in place to support existing communities and provide for growth**	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrnambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the *Anglesea Futures* program 29) Advocate for supporting infrastructure
j) **Strengthen township boundaries and support unique township character**	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones
k) **Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire**	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a strategic plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes

Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 4: VIBRANT ECONOMY

A growing community needs to create jobs to ensure a sustainable year-round economy. A key theme in the Council Plan is to support initiatives that build the job market. Support for innovative businesses, high quality events and key industry sectors is an important focus. Strengthening the vitality of each township is also a strategic priority.

Economic Development & Tourism

The townships and rural hinterland of the Surf Coast Shire support more than 3,000 businesses, which provide more than 7,000 local jobs. The Shire economy is worth more than $1 billion annually and currently growing at a rate of more than 4% p.a. Small business drives the economy with approximately 87% of local businesses employing fewer than four people. The top three standard industry sectors for employment are accommodation and food, construction and retail.

The economy of the Surf Coast Shire is unique and distinctly different to that of Victoria, Geelong and surrounding regions, with the surfing industry representing almost 27% of all jobs and 26.5% ($217 million) of all 'Value Add' activity. In recognising this, Council has formed collaborative partnerships with industry and key organisations to ensure the sector's growth and stability.

Tourism also plays a vital role. In the year ended June 2016, more than 2.161 million visitors came to the Surf Coast Shire, directly expending over $430 million. Summer periods dominate visitation patterns with the March Quarter accounting for just over 41% of annual visitation (based on a 10-year period). The December (28%), June (17%) and September quarters (13%) showed distinctly lower visitor numbers reflecting the strong influence of the beach. There is a need to focus on 'off-beach' attractions to ease pressure on this important asset.

Continued population growth will create the need for at least 2,000 new jobs by 2036 to maintain the current ratio of local jobs.

Signature events, including the Falls Festival, Cadel Evans Great Ocean Road Race, Amy's Gran Fondo, Bells Beach Rip Curl Pro, Surf Coast Century and the Great Ocean & Otway Classic Ride, headline a calendar of events that bring visitors from across the globe and play a vital role in sustaining businesses throughout the off-peak periods. In total, events generate more than $105 million annually in expenditure. The significance of our major events results in an annual viewer audience of over 32 million people globally.

Construction also plays a key role in the Surf Coast Shire economy, with more than 700 businesses in this sector alone, employing close to 1000 people. These businesses have played a key role in the $2.25 billion worth of development that has taken place in the Surf Coast Shire over the past 10 years. A significant component of this construction takes place in and around Torquay.

The hinterland, with its agricultural and aesthetic attributes, is starting to play a growing role in the development of the Surf Coast Shire's economy, particularly in local food and niche tourism opportunities. Agriculture was one of the fastest growing sectors (by percentage) for the Surf Coast Shire in 2016, reflecting its increasing contribution and importance.

While the growth of the economy is important, the natural environment is a critical factor in our planning and decision-making.

Following is an overview of the strategic objectives Council has developed for a vibrant economy in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community

In the Australian Consensus Statement on the Health Benefits of Work, it is fundamentally acknowledged that work is generally good for health and wellbeing (Australiasian Faculty of Occupation and Environmental Medicine, Royal Australiasian College of Physicians, 2011).

The Surf Coast Shire has a very low unemployment rate, which is approximately half of that of the G21 region and Victoria in general. The Surf Coast Shire has access to a labour force of approximately 145,059 including 14,166 people from the Shire and the remainder available from the surrounding region. This labour force is also well educated, with 23% having a tertiary education. The Surf Coast also has a very high median weekly housing income, which is higher than the Victorian benchmark (Surf Coast Shire, 2016).

2,000 jobs will need to be created in order to retain the level of employment within the Shire. As noted by many people who responded to the community survey conducted as part of the development of the Council Plan, all residents who live in the Shire do not need to have employment within the Shire. There are many alternative employment options including telecommuting, working part-time or working in the broader G21 area (Surf Coast Shire, 2017).

However, it is also important to continue to provide locally-based employment opportunities, as these can assist in increasing work-life balance, which is low in the Shire, (Department of Health and Human Services, Victoria, 2017) and also increase the number and diversity of service offerings and overall economic prosperity.

While Council has limited ability to directly impact the unemployment rate, there are a number of supporting activities that can be implemented to build an environment in which job creation is more likely. Council is able to support business development and atrraction, create business networks and facilitate connections between education and business.

Facilitate high quality events throughout the year

Events can help to increase community connection, pride and individual health and wellbeing. The Surf Coast Shire hosts over 200 events per year with over 240,000 participants, generating $105m in economic benefit (Surf Coast Shire, 2016).

It is essential that events adhere to the overall objectives of the community in terms of environmental sustainability, safety and cultural suitability. This is a strong motivator for Council in working with event providers, with high levels of success demonstrated by the substantial number of people in the Surf Coast who have attended a local community event (Department of Health and Human Services, Victoria, 2017).

Events can also help to draw visitors in the traditionally off-peak tourist season. This assists tourism-driven businesses to increase their opportunities to generate income. Shire events drew tourists from 160 countries and had a global viewing audience of 32 million people (Surf Coast Shire, 2016). Not only do these events provide for immediate economic contributions to our community, they also increase the reputation of our area, which is important for future tourism development.

Council is committed to seeking additional, high quality events to be run within our Shire and increasing the promotion of those that already exist.

Strengthen the vitality of town centres

Town centres are the heart of local communities. They generate local employment and create attractive, diverse places where people want to live, visit and work. Town centres can also help to articulate what is unique about a township and create a genuine sense of community. These centres may include public open space, community facilities, retail or housing.

Council is committed to developing plans for town centres. This will require working with the community and other partners to understand the diversity of uses for the town centre, customer behaviours and needs, accessibility, traffic and pedestrian flows and future opportunities for the centres.

Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses

The Surf Coast includes over 3,000 businesses and the Shire's economy generates over $1billion per annum. The economy of the Surf Coast is growing an average four times faster than other regional councils. The Surf Coast has a unique economic profile that is dominated by surfing, which directly provides 26.9% of all employment in the Shire. Tourism, construction and retail sectors are also valuable employment sectors. Agriculture is also important and rural businesses tend to be small, employing four people or less (Surf Coast Shire, 2016). Council has the opportunity to work with a range of partners to grow and support businesses in all of these industries.

The Shire is known to be a tourist area due to the Great Ocean Road, amazing beaches and unsurpassed natural environment. Council is looking at ways to ensure that those who can visit these features are able to appreciate them in the best way possible, resulting in longer and more enjoyable visitations to our area. The Shire is the start of any journey down the Great Ocean Road and Council must continue to work with neighbouring councils and other partners to advocate for the visitation throughout the region.

VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)
l) **Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community**	Continued growth in local employment (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities
m) **Facilitate high quality events throughout the year**	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program
n) **Strengthen the vitality of town centres**	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire
o) **Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses**	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy

Health and Wellbeing Focus Areas				
Healthy & Well (HW)	Safe & Secure (SS)	Capabilities to Participate (CP)	Connected to culture and community (CC)	Liveable(L)

Theme 5: HIGH PERFORMING COUNCIL

The community requires a Council that is financially sustainable and capable of delivering valued services. We will involve the community in decision-making and ensure our approach is fair and transparent. The goal is to ensure that people feel comfortable and confident to approach Council for support, advice or to give feedback. Ultimately, all people in our community must be able to access to the services they require.

Services

The ongoing challenge for Council is to keep pace with the demands of rapid growth within the Surf Coast Shire; ensuring services are available to meet a diverse range of community needs, whilst maintaining a responsible budget.

This plan anticipates that ongoing pressures on Shire services over the next four years will require Council to continue to advocate to the state and federal governments for support. This will be necessary to ensure that people across the municipality have access to services, programs and infrastructure to meet their needs, and that any Council-provided services are delivered within a framework of responsible financial management.

Council has a strong emphasis on ensuring that the services it provides are of high quality and meet the needs of the customer. Council also seeks to continuously improve service delivery through technological and other innovations in a cost-effective manner.

Following is an overview of the strategic objectives developed for a high performing council in our Shire. Further insight is provided under each of these strategic objectives, including a summary of the evidence Council has used to develop them.

Ensure Council is financially sustainable and has the capability to deliver strategic objectives

As of 1 July 2016, all of Victoria's 79 Councils were operating under the Fair Go Rates system, providing a specified rate increase, which was 2.5% in 2016-2017 and 2% in 2017-2018. The Fair Go Rates system was delivered as part of a key election promise by the Victorian Government to help ease the cost of living pressures on Victorians (The State of Victoria).

The Fair Go Rates system means that it is more important than ever that Council is efficient and forward thinking in the management of its finances. It must work within these constraints to develop budgets that support necessary existing services and deliver on important new initiatives.

There are a number of ways in which Council is seeking to ensure that it is able to do this, including supporting staff capability and capacity, reviewing funding arrangements and partnership opportunities as well as careful future budgeting.

Ensure that Council decision-making is balanced and transparent and the community is involved and informed

The Know Your Council website, which provides information on key measures relating to community satisfaction with council services and processes, shows that Council decisions are generally more transparent than similar councils. Annual survey results for Surf Coast Shire in 2017 show improvement in the following related areas:-

- Community Consultation and Engagement (+5 points) ^
- Decisions in the Community Interest (+3 points) #

^ denotes higher than State and Large Rural Shire categories
# denotes higher than Large Rural Shire category and lower than State result

The survey conducted as part of the development of this Council Plan demonstrated the importance of continued and meaningful community engagement into important Council decisions (Surf Coast Shire, 2017).

A review of local government is being conducted for the first time in 25 years by Local Government Victoria, for the purpose of creating a more contemporary, accessible, plain English Act that meets current and future needs of the community and local government (State Government of Victoria, 2017). While the findings of this review are unlikely to be released until part way through this term, it is understood that this review may have significant impacts on the operation of Council and it is essential that Council actively prepares for these changes in order to continue to meet the needs of the community.

Council's Communications and Engagement Strategy 2015 – 2018 provides four fundamental beliefs that guide Council's communications and engagement practice: Trustworthy; Responsive; Simple; and Progressive (Surf Coast Shire, 2015). These beliefs provide a solid base for Council to work from, providing information and engagement opportunities in new ways that best suit those with whom we are seeking to communicate. The development of these actions will be guided by the Communications and Engagement Strategy and will be further defined in consultation with the community.

Provide quality customer service that is convenient, efficient, timely and responsive

Customer service remains a high priority for Council, having adopted the Customer Service Strategy 2015 – 2018. The strategy defines customers as Surf Coast Shire community members, ratepayers and visitors, businesses, other organisation and levels of government working with Council, and Council staff (Surf Coast Shire, 2015).

This strategy commits Council to working in partnership with our customers to deliver an excellent service experience, including a range of specific commitments made via the Service Excellence Charter (Surf Coast Shire, 2015).

On the whole, Council scores well on satisfaction with key customer service drivers, however there are opportunities to improve in a range of areas (Surf Coast Shire, 2015). The Customer Service Strategy 2015 – 2018 has been implemented for several years and it is timely to review this strategy to identify opportunities for better delivery of our customer service promises.

With the proliferation of technology in people's lives, it is essential that Council respond to this driver. Council will focus on specific areas of need and look at better ways to use technology to service our customers. In addition, Council has commenced reforms into its statutory planning service, which will continue into the life of this plan.

Ensure the community has access to the services they need

Council continues to review its service provision to ensure that high quality services are being delivered, in an efficient manner, and are continuing to meet the needs of our customers. There may be opportunities for Council to advocate for service delivery by others in order to ensure that the service is being delivered in the best manner possible. This will allow Council to focus on the delivery of high quality, core services that cannot be delivered by others. Council has implemented a robust process for this, which has been in place for several years. This work will continue into the life of this plan.

HIGH PERFORMING COUNCIL: Deliver valued services to the community

Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)
a) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community
b) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for *Local Government Act* review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible
c) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement *Digital Transformation Program*, including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy
d) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast

Health and Wellbeing Focus Areas				
Healthy & Well (HW)	**Safe & Secure (SS)**	**Capabilities to Participate (CP)**	**Connected to culture and community (CC)**	**Liveable(L)**

Appendices

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Appendix 1: Surf Coast Shire Data Sources

Overall Data

Title	Type of Data	Location
VicHealth Indicators – By LGA	• Provides a comprehensive overview of key health indicators in the Surf Coast Shire. • Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire.	https://www.vichealth.vic.gov.au/programs-and-projects/vichealth-indicators-survey-lga-profiles
Department of Health, Local Government area profiles	• Provides a holistic summary of a range of health indicators. • Recommended to gain a deeper understanding of the overall health profile of the Shire.	https://www2.health.vic.gov.au/about/publications/data/barwon-area-2015
Id.Forecast	• Provides a summary of known demographic data about the Surf Coast as well as evidence based forecasts. • Includes a wide range of data about people who live in the Shire including a number of health and wellbeing indicators. • Recommended as a primary dataset for analysis of health and wellbeing factors within the Shire.	http://forecast.id.com.au/surf-coast
ABS Statistics	• While the full 2016 statistics have not been released as of April 2017, it is recommended that any person wishing to gain additional insight into the population statistics of the Shire review whether relevant data has been released by the ABS when required.	http://www.abs.gov.au/websitedbs/censushome.nsf/home/2016products?opendocument&navpos=140
Health status of Victorians	• Provides detailed analysis of health conditions for those that live in the region. • Useful for understanding care needs and health drivers.	http://www.health.vic.gov.au/atlas/atlas/html/Surf_Coast.html
Surf Coast Shire community consultation "The Plan 2017 – 2021"	• Survey conducted as part of the community consultation activities to develop the Council Plan incorporating the health and wellbeing plan 2017 – 2021. • Provides an overview of a number of key health and wellbeing issues.	https://www.surfcoast.vic.gov.au/files/assets/public/council/council_plan/surf_coast_Shire_council_plan_2017_-_2021_community_engagement_report.pdf
Know Your Council	• Provides an overview of Council's performance in a number of areas and is benchmarked against similar Councils.	https://knowyourcouncil.vic.gov.au/councils

Economic Data

Title	Type of Data	Location
Economic Profile	• Provides a detailed analysis of the economic profile of the Surf Coast, including employment and gross regional product. • Recommended as a secondary data source in understanding economic drivers in the region.	http://www.economicprofile.com.au/surfcoast/
Great Ocean Road Market Profile	• Provides an analysis of visitors to the Great Ocean Road.	http://www.tourism.vic.gov.au/research/domestic-and-regional-research/regional-visitation.html

Data relating to specific cohorts

Title	Type of Data	Location
Australian Early Development Census	• Provides information about early childhood development by region. • Has been conducted every three years and allows for a comparison over previous years. • Useful for analysis of early childhood needs.	https://www.aedc.gov.au/data/data-explorer
Maternal Child health annual reports	• Provides a summary of data relating to enrolments for maternal and child health services.	http://www.education.vic.gov.au/childhood/providers/support/Pages/mchannualreportarchive.aspx
Aged Care Reform Research and Statistics	• Provides a range of statistics that were utilised in decision making for the aged care reform.	https://agedcare.health.gov.au/ageing-and-aged-care-publications-and-articles/ageing-and-aged-care-research-and-statistics

Issue Specific Data

Title	Type of Data	Location
Crime statistics	• Provides interactive crime statistics in the Shire.	https://www.crimestatistics.vic.gov.au/explore-crime-by-location
Housing in Victoria	• Provides a range of statistics relating to housing affordability and costs. • Interactive website that can produce data specific to the Shire.	http://www.housinginvictoria.com.au/Default.aspx
Gambling and Liquor Data	• Provides an overview of gambling and liquor licensing activity by area.	http://www.vcglr.vic.gov.au/resources/data-and-research
Victorian Alcohol and Drug Interactive statistics	• Provides an interactive map of alcohol and drug related issues by LGA.	http://www.aodstats.org.au/

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Appendix 2: Strategic Resource Plan

Long Term Financial Plan	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000	2021/22 Forecast $'000	2022/23 Forecast $'000	2023/24 Forecast $'000	2024/25 Forecast $'000	2025/26 Forecast $'000	2026/27 Forecast $'000
Recurrent EBITDA										
Property Rates and Charges	42,649	44,325	46,166	48,073	50,045	52,086	54,198	56,383	58,644	60,982
Garbage Charges	6,682	6,950	7,228	7,517	7,817	8,130	8,455	8,794	9,145	9,511
Grants	5,406	7,525	7,735	7,951	8,174	8,403	8,640	8,883	9,134	9,392
Other Revenue	8,959	9,181	9,410	9,644	9,886	10,134	10,389	10,651	10,921	11,198
Total Recurrent Income	**63,696**	**67,981**	**70,539**	**73,185**	**75,922**	**78,754**	**81,683**	**84,711**	**87,844**	**91,084**
Employee Benefits	(27,444)	(28,057)	(28,767)	(29,551)	(30,356)	(31,184)	(32,034)	(32,908)	(33,805)	(34,727)
Materials and Services	(20,114)	(20,697)	(21,299)	(21,919)	(22,558)	(23,217)	(23,896)	(24,596)	(25,318)	(26,062)
Business Improvement Program Benefits	-	350	600	850	1,100	1,350	1,600	1,850	2,100	2,350
Business Case Benefits	-	100	200	300	400	500	600	700	800	900
Digital Transformation Benefits	-	100	200	300	400	500	600	700	800	900
Total Expenditure - Existing Operations	**(47,558)**	**(48,205)**	**(49,066)**	**(50,020)**	**(51,015)**	**(52,051)**	**(53,130)**	**(54,254)**	**(55,423)**	**(56,639)**
Compliance Costs	(310)	(400)	(800)	(1,200)	(1,600)	(2,000)	(2,400)	(2,800)	(3,200)	(3,600)
Compliance Costs - Projects	-	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Non-Discretionary Growth	(144)	(600)	(1,200)	(1,800)	(2,400)	(3,000)	(3,600)	(4,200)	(4,800)	(5,400)
Discretionary Growth	(378)	-	-	-	-	-	-	-	-	-
Recurrent EBITDA	**15,307**	**18,176**	**18,873**	**19,565**	**20,308**	**21,103**	**21,952**	**22,858**	**23,821**	**24,845**
Cash Adjustments:-										
Balance Sheet Adjustments	19	18	18	17	16	16	15	14	14	13
Interest Revenue	883	905	962	989	920	855	796	740	688	640
2017/18 Grants Commission funds received 2016/17	1,915	-	-	-	-	-	-	-	-	-
Asset sales - plant/fleet	338	439	427	380	428	390	401	502	405	341
Asset sales - land	590	-	-	-	-	-	-	-	-	-
Total Cash Adjustments	**3,745**	1,362	1,407	1,386	1,364	1,261	1,212	1,256	1,107	994
Total Cash Available for Allocation	**19,052**	**19,538**	**20,280**	**20,951**	**21,672**	**22,364**	**23,164**	**24,114**	**24,928**	**25,839**

Long Term Financial Plan	2017/18 Budget	2018/19 Forecast	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Allocations to Commitments										
Debt Interest & Principal	1,706	2,105	2,105	2,095	2,090	2,098	2,098	2,098	2,098	2,098
Torquay/Jan Juc Developer Plan Allocation	2,163	2,254	2,349	2,447	2,550	2,657	2,769	2,885	3,006	3,133
Spring Creek Infrastructure Plan Allocation	-	700	729	760	792	825	860	896	934	973
Winchelsea Infrastructure Plan Allocation	80	200	208	217	226	236	246	256	267	278
Developer Contribution Interest Allocation	27	27	27	53	80	133	133	133	133	133
Waste Allocation	2,813	2,952	3,070	3,193	3,321	3,453	3,592	3,735	3,885	4,040
Asset Renewal Allocation	6,073	6,507	6,970	7,457	7,987	8,553	9,150	9,798	10,491	11,236
Business Case Investments	500	500	500	500	500	500	500	500	500	500
Growth and Compliance Costs (non-recurrent)	833	-	-	-	-	-	-	-	-	-
Total Allocations to Commitments	**14,195**	**15,244**	**15,958**	**16,723**	**17,545**	**18,455**	**19,347**	**20,301**	**21,313**	**22,390**
Discretionary Cash Available	**4,857**	**4,293**	**4,322**	**4,228**	**4,127**	**3,909**	**3,817**	**3,813**	**3,615**	**3,449**
Discretionary Allocations										
Discretionary Capital Works	1,119	-	-	-	-	-	-	-	-	-
Discretionary Operating Projects	699	-	-	-	-	-	-	-	-	-
Discretionary Project Allocation	-	1,685	2,501	2,606	2,715	2,829	2,948	3,072	3,201	3,335
Preallocated Community Projects	-	715	-	-	-	-	-	-	-	-
Defined Benefits Superannuation Allocation	250	250	250	250	250	250	250	250	250	250
Gravel Pits Allocation	273	279	285	291	298	304	311	318	325	332
Aireys Inlet Aged Units	7	7	7	7	7	7	8	8	8	8
Towards Environmental Leadership	250	250	250	250	250	250	250	250	250	250
Building Better Regions Project Allocation	357	-	-	-	-	-	-	-	-	-
Repayment Anglesea Bowls Club Commitment	225	-	-	-	-	-	-	-	-	-
Total Discretionary Allocations	**3,179**	**3,186**	**3,293**	**3,404**	**3,520**	**3,641**	**3,767**	**3,897**	**4,034**	**4,175**
Unallocated Cash Surplus / (Deficit)	1,677	**1,108**	**1,029**	**824**	**607**	**268**	**50**	**(85)**	**(419)**	**(726)**
Accumulated Unallocated Cash										
Opening Balance	3,859	3,762	2,369	2,669	3,492	4,099	4,367	4,417	4,333	3,914
Annual Surplus/(Deficit)	1,677	1,108	1,029	824	607	268	50	(85)	(419)	(726)
Return to AUC as per Council Resolution 13 Sept 2016	225	-	-	-	-	-	-	-	-	-
Transfer for Digital Transformation	(2,000)	(2,500)	(730)	-	-	-	-	-	-	-
Closing Balance	**3,762**	**2,369**	**2,669**	**3,492**	**4,099**	**4,367**	**4,417**	**4,333**	**3,914**	**3,188**

Comprehensive Income Statement

For the Four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Income				
Rates and charges	49,353	51,274	53,394	55,589
Statutory fees and fines	1,890	1,785	1,820	1,857
User charges	6,168	6,214	6,383	6,558
Grants - Operating	5,832	7,525	7,735	7,951
Grants - Capital	2,378	694	708	708
Contributions - monetary	3,554	4,056	4,294	3,954
Contributions - non-monetary assets	12,580	10,220	9,660	10,200
Net gain/(loss) on disposal of property infrastructure, plant and equipment	1	41	30	(18)
Other Income	883	905	962	989
Total Income	**82,639**	**82,715**	**84,987**	**87,789**
Expenses				
Employee costs	29,394	29,857	30,067	31,351
Materials and services	24,917	21,944	20,675	22,395
Bad and doubtful debts	80	81	84	86
Depreciation	11,597	12,380	12,891	13,427
Borrowing costs	1,031	1,155	1,095	1,002
Asset write offs	414	1,022	1,108	1,187
Other Expenses	1,255	1,278	1,310	1,342
Total expenses	**68,686**	**67,717**	**67,230**	**70,790**
Surplus/(deficit) for the year	**13,952**	**14,998**	**17,758**	**16,998**
Other Comprehensive Income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment	1,103	2,942	8,554	1,339
Total Comprehensive Result	**15,055**	**17,940**	**26,312**	**18,337**

Balance Sheet

For the four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Assets				
Current assets				
Cash and cash equivalents	21,208	21,165	24,548	25,985
Trade and other receivables	3,082	3,144	3,206	3,271
Other financial assets	15,000	15,000	15,000	15,000
Inventories	299	305	311	317
Other assets	553	564	575	587
Total current assets	**40,141**	**40,177**	**43,641**	**45,160**
Non current assets				
Trade and other receivables	70	70	70	70
Other financial assets	1,000	1,000	1,000	1,000
Property, infrastructure plant & equipment	492,532	509,620	531,595	544,132
Investments in associates and joint ventures	537	537	537	537
Total non current assets	**494,138**	**511,226**	**533,202**	**545,738**
Total assets	**534,279**	**551,404**	**576,842**	**590,898**
Liabilities				
Current liabilities				
Trade and other payables	3,688	3,725	3,762	3,799
Trust funds and deposits	1,900	1,938	1,977	2,017
Provisions	5,165	5,217	8,595	5,322
Interest bearing liabilities	951	1,010	1,094	1,155
Other Liabilities	36	36	36	36
Total current liabilities	**11,740**	**11,925**	**15,464**	**12,329**
Non current liabilities				
Provisions	12,475	12,483	9,165	9,174
Interest bearing liabilities	16,311	15,301	14,208	13,053
Total non current liabilities	**28,786**	**27,785**	**23,373**	**22,227**
Total liabilities	**40,526**	**39,710**	**38,837**	**34,555**
Net assets	**493,754**	**511,693**	**538,005**	**556,342**
Equity				
Accumulated surplus	214,044	229,084	243,459	259,020
Assets revaluation reserve	243,634	246,576	255,130	256,469
Other reserves	36,076	36,033	39,417	40,854
Total equity	**493,754**	**511,693**	**538,005**	**556,342**

Statement of Changes in Equity

For the four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Equity Opening Balance	478,698	493,754	511,693	538,005
Surplus for the Year	13,952	14,998	17,758	16,998
Net Asset Revaluation	1,103	2,942	8,554	1,339
Total Equity	**493,754**	**511,693**	**538,005**	**556,342**

Statement of Cash Flows

For the four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Cash flow from operating activities				
Rates and charges	49,353	51,274	53,394	55,589
Grants - operating	6,032	7,785	8,002	8,226
Grants - capital	2,378	694	708	708
Contributions	3,554	4,056	4,294	3,954
Interest received	883	905	962	989
Statutory fees and fines	1,890	1,785	1,820	1,857
User charges	6,323	6,215	6,385	6,559
Net GST refund/payment	4,029	3,672	3,585	3,862
Trust funds received/(taken)	37	38	39	40
Employee costs	(29,335)	(29,797)	(30,006)	(31,290)
Materials and Services	(31,933)	(27,277)	(25,964)	(31,331)
Net cash provided from operating activities	**13,211**	**19,350**	**23,219**	**19,163**
Cash Flows from investing activities				
Proceeds from sale of property, plant & equipment	928	439	427	380
Payments for property, plant, equipment & infrastructure assets	(18,140)	(17,726)	(18,158)	(16,010)
Cash Flows from investing activities	-	-	-	-
Net cash used in investing activities	**(17,212)**	**(17,287)**	**(17,730)**	**(15,630)**
Cash flows from financing activities				
Finance costs	(1,031)	(1,155)	(1,095)	(1,002)
Proceeds from interest bearing loans and borrowings	3,000	-	-	-
Repayment of interest bearing loans and borrowings	(675)	(951)	(1,010)	(1,094)
Net cash provided from financing activities	**1,294**	**(2,105)**	**(2,105)**	**(2,095)**
Net increase/(decrease) in cash & cash equivalents held	**(2,706)**	**(43)**	**3,383**	**1,437**
Cash & cash equivalents at the beginning of the period	23,914	21,208	21,165	24,548
Cash & cash equivalents at the end of the period	**21,208**	**21,165**	**24,548**	**25,985**
Investments (current and non-current financial assets)	16,000	16,000	16,000	16,000
Total cash & investments at the end of the period	**37,208**	**37,165**	**40,548**	**41,985**

Statement of Capital Works

For the Four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Property				
Land	1	-	-	-
Buildings	5,280	2,975	3,195	2,781
Total Property	**5,281**	**2,975**	**3,195**	**2,781**
Plant and Equipment				
Plant, Machinery and Equipment	1,600	1,331	1,429	1,293
Fixtures, Fittings and Furniture	5	-	-	-
Computers and Telecommunications	998	1,946	718	218
Total Plant and Equipment	**2,603**	**3,276**	**2,146**	**1,511**
Infrastructure				
Roads	7,604	5,664	7,301	8,226
Bridges	40	59	63	70
Footpaths and Cycleways	271	551	608	590
Drainage	353	901	1,002	510
Recreational, Leisure and Community Facilities	774	3,863	3,357	1,819
Parks, Open Space and Streetscapes	1,215	437	486	504
Expensed Capital Works	3,830	1,270	219	1,304
Landfill Provision Works	1,258	-	-	3,327
Total Infrastructure	**15,344**	**12,744**	**13,035**	**16,349**
Total Capital Works Expenditure	**23,227**	**18,996**	**18,377**	**20,640**
Represented by				
New Asset Expenditure	6,223	5,958	4,373	2,797
Asset Renewal Expenditure	5,751	6,463	6,995	7,171
Asset Upgrade Expenditure	6,166	5,305	6,790	6,042
Expensed Capital Works	3,830	1,270	219	1,304
Landfill Provision Works	1,258	-	-	3,327
Total Capital Works Expenditure	**23,227**	**18,996**	**18,377**	**20,640**

Funding Sources for Planned Capital Expenditure

For the Four years ending 30 June 2021

	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Capital Grants	2,378	694	708	708
Contributions	10	-	-	-
Borrowings	3,000	-	-	-
Special Charges	21	-	-	-
Council Funds	17,818	18,301	17,668	19,932
Total Funding Sources	**23,227**	**18,996**	**18,377**	**20,640**

Statement of Human Resources

For the Four years ending 30 June 2021

Division	2017/18 Budget $'000	2018/19 Forecast $'000	2019/20 Forecast $'000	2020/21 Forecast $'000
Chief Executive	741	620	635	651
Culture and Community	11,087	11,251	11,504	11,791
Environment and Development	7,179	7,068	7,139	7,317
Governance and Infrastructure	7,503	7,668	7,827	8,023
Total Permanent Staff Expenditure	26,511	26,606	27,105	27,783
Casuals and Other Expenditure	2,883	3,251	2,962	3,568
Capitalised Labour Costs	1,561	1,592	1,624	1,656
Total Employee Costs	**30,955**	**31,449**	**31,690**	**33,007**
Employee Numbers				
Permanent full-time	196.0	193.0	193.0	193.0
Permanent part-time	106.9	106.1	105.5	107.0
Total Permanent Employee Numbers (EFT)	**302.9**	**299.1**	**298.5**	**300.0**

Appendix 3: Partnerships List

Council Vision	An engaged, innovative and sustainable community.
Council Purpose	To help our community and environment to thrive.
Organisation Direction	An innovative and flexible leader, and a constructive partner, that values the strengths of others; a place where people can do their best and be proud of their achievements.
Council Plan Approach	While there are many highly valued things that Council does, this plan focuses on areas where Council is endeavouring to make a significant difference relative to the current situation. This year, our health and wellbeing objectives and actions are documented in the Council Plan for the first time.

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
COMMUNITY WELLBEING: Create an inclusive community where everyone can participate and contribute	a) Support people to participate in and contribute to community life	Local people participating in and contributing to local life (HW, SS, CP, CC, L)	1) Develop and implement a program to support communities of place and interest, and provide opportunities for them to identify and achieve their community aspirations 2) Facilitate and support high levels of volunteering in the community 3) Work in partnership with the community to review, update and continue to implement the heritage, arts and culture strategy	• Geelong Regional Libraries Corporation • Surf Coast Arts & other arts networks • District Historical Societies • Office of Aboriginal Affairs Victoria • Township Groups	• Volunteering Geelong • Volunteer Agencies • G21 Arts & Culture Pillar • Registered Aboriginal Parties

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	b) Support people to be healthy and active	High levels of quality physical activity and health, including mental wellbeing (HW, SS, CP, CC, L)	4) Develop and implement local programs to support *Healthy Eating and Active Living* 5) Implement health and wellbeing impact assessments as part of infrastructure and project planning 6) Develop and implement an alcohol, tobacco and drug strategy based on local evidence and best practice 7) Reinforce policies to manage electronic gaming machines	• Local Government Alcohol and Other Drugs Issues Forum • Alcohol and Drug Foundation • Victorian Responsible Gambling Foundation • Victoria Police • Leisure Networks • Youth Advisory Groups • Electronic Gaming Machine Clubs • VicHealth • Sport and Recreation Victoria • Bicycle Network	• G21 Health and Wellbeing Pillar & Sport & Recreation Pillar • Barwon Health • Hesse Rural Health • Lorne Hospital • Department of Heath • Headspace • Health Practitioners • Primary Health Network • Deakin University • Department of Health and Human Services
	c) Improve community safety	People feel safe in their community (HW, SS, CP, CC, L)	8) Understand community safety issues and needs, and design an appropriate local response 9) Continue to build community resilience to prepare for emergencies	• Department of Environment, Land, Water and Planning • Neighbourhood Watch • Department of Health and Human Services	• Victoria Police • Country Fire Authority • VicRoads • State Emergency Service • Local media

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	d) Provide support for people in need	Young people and their families are able to access the services and support they need (HW, SS, CP, CC, L)	10) Work in partnership with community and agencies to improve young people and their families' access to the services and support they need	• Health Practitioners • Schools • Youth Advisory Group • Barwon Youth Geelong • G21Education & Training Pillar • Department of Health and Human Services • Deakin University	• Department of Health • Schools • Headspace • Barwon Health • Lorne Hospital • Hesse Rural Health • Primary Health Networks • Department of Education and Training
		Older people are supported to live independent and meaningful lives (HW, SS, CP, CC, L)	11) Pursue *Age Friendly City* status	• Barwon Health • Lorne Hospital • Hesse Rural Health • Senior Citizens Centres • All Abilities Advisory Committee • Department of Health and Ageing • Deakin University	• Council on the Ageing (Victoria) • World Health Organisation • Department of Health • Volunteer Agencies • G21 Health & Wellbeing Pillar • National Disability Insurance Agency • Health Practitioners
		Culture, all abilities and diversity are celebrated (HW, SS, CP, CC, L)	12) Contribute to the delivery of the *Strategic Plan for prevention and addressing violence against women and children in the G21 region* 13) Implement the *Accessible and Inclusive Surf Coast Shire Strategic Plan*	• Victoria Police • White Ribbon • Community providers • National Disability Insurance Agency • 1800 RESPECT • Primary Health Networks • Volunteer Agencies	• All Abilities Advisory Committee • Health Practitioners • Disability Providers • G21 • Barwon Health • Lorne Hospital • Hesse Rural Health

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
ENVIRONMENTAL LEADERSHIP: Preserve and enhance the natural environment	e) Drive the use of renewable energy	Surf Coast Shire is a state leader in the take up of renewable energy (L)	14) Implement the *Renewable Energy Roadmap* 15) Support the work of the *Renewable Energy Taskforce*	• Environment and Rural Advisory Panel • Deakin University • Renewable Energy Taskforce • One Planet • Department of Environment, Land, Water and Planning	• Surf Coast Energy Group • Solar Towns Project • Positive Charge Program • Department of Environment and Energy • Department of Sustainability and Environment • G21 Environment Pillar
	f) Improve the re-use of resources	More waste is diverted from landfill for reuse and recycling (CP, L) Recycled water is used to support agribusiness appropriate to the Shire (L)	16) Develop and implement organic waste diversion pilot program 17) Develop and implement a waste reduction program to increase the life of the landfill 18) Review and expand *Plastic Wise Program* 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	• Environment and Rural Advisory Panel • BYO H2O • Plastic Bag Free Torquay • Plastic Wise • Take 3 • Closed Loop • G21 Environment Pillar • Barwon South West Waste and Resource Recovery Group	• Barwon Water • Department of Environment and Energy • Department of Sustainability and Environment • Department of Environment, Land, Water and Planning • Environment Protection Authority • Department of Sustainability and the Environment
	g) Support local food production	An increase in the production and consumption of locally grown food (HW, CC, CP, L)	20) Develop and implement a local food program in partnership with community	• Eat Local Month, festivals & farmers markets • Grow it Local • One Planet • Municipal Association of Victoria	• Local Food Loop • Environment and Rural Advisory Panel • Closed Loop • Local Harvest • G21 Environment Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	h) Retain and enhance rural land for appropriate and sustainable uses	Rural land use is productive and sustainable and in keeping with environmental values of the Shire (CP, L)	21) Finalise and implement the *Rural Hinterland Strategy* 22) Develop partnerships to better manage interfaces between public and private land 23) Effectively manage pests, plants and animals on Council land	• Landcare • Otway Agroforestry Network • ANGAIR • Surfers Appreciating Natural Environment	• Department of Sustainability and the Environment • G21 Planning & Services Pillar • Parks Victoria • Department of Environment, Land, Water and Planning
BALANCING GROWTH: Provide for growth whilst ensuring the intrinsic values and character of the Shire are retained	i) Ensure infrastructure is in place to support existing communities and provide for growth	Infrastructure demands, including public transport, are planned and provided for (HW, SS, CP, CC, L)	24) Advocate for better public transport, including buses, and investigate the provision of community transport and transport connections 25) Explore the potential rail link in Torquay and the level of rail service on the Warrnambool line 26) Conduct a review of the existing pathway strategy and implement recommendations 27) Ensure appropriate funding mechanisms are in place to support future growth including developer contributions 28) Work with the community and stakeholders to implement the *Anglesea Futures* program 29) Advocate for supporting infrastructure	• Department of Environment, Land, Water and Planning • V/Line • Public Transport Victoria • Department of Planning and Community Development • Developers • Parks Victoria • Alcoa • Department of Economic Development, Jobs, Training and Resources • Parks Victoria • Sport and Recreation Victoria • Bicycle Network • G21 Transport Pillar	• Environment Protection Authority • Department of Economic Development, Jobs, Training and Resources • Corangamite Catchment Management Authority • Barwon Water • Office of Aboriginal Affairs Victoria • Local Media • VicRoads • All Abilities Committee • Environment and Rural Advisory Panel • Great Ocean Road Coast Committee • Business Victoria • Department of Sustainability and the Environment • G21 Planning & Services Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	j) Strengthen township boundaries and support unique township character	Sprawl is contained and townships remain distinct communities with designated settlement breaks between (HW, SS, CP, CC, L)	30) Work with the community to identify and define desired town footprints and ensure that Township Structure Plans reflect this 31) Encourage in-fill development and direct growth to designated areas 32) Develop a communications strategy to explain the implications of living in different planning zones	• Department of Environment, Land, Water and Planning • Local Media • Environment and Rural Advisory Panel • Planning Panels Victoria	• Committee for Lorne • Growing Winchelsea • 3228 Residents Association • Environment and Rural Advisory Panel • G21 Planning & Services Pillar
	k) Understand and manage the impact of population and visitation growth in neighbouring municipalities and our own Shire	Measures are in place to limit negative impacts on amenity (HW, SS, CP, CC, L)	33) Advance a Winchelsea and Moriac Development Program 34) Advance a Strategic Plan for Lorne 35) Conduct an impact analysis of Torquay's growth including Armstrong Creek 36) Explore the impact of increased traffic on the road network including inland transport routes	• Department of Environment, Land, Water and Planning • Business Victoria • Growing Winchelsea • G21 Planning & Services Pillar	• G21 Economic Development Pillar • VicRoads • City of Greater Geelong • Roads Australia • Developers
VIBRANT ECONOMY: Support innovative, sustainable businesses and activities that create jobs and are valued by the community and visitors	l) Support the creation and retention of jobs in existing and new businesses to meet the needs of a growing community	Continued growth in local employment (HW, SS, CP, CC)	37) Support and build capability of businesses and business / tourism groups 38) Investigate how the strategic road network impacts on commercial transport 39) Facilitate and enable stronger relationships between industry and education 40) Plan for industrial and commercial zones in growing communities	• G21Economic Development Pillar • Department of Economic Development, Jobs, Training and Resources • Business Victoria • G21 Planning & Services Pillar	• Deakin University • Gordon Institute of TAFE • VicRoads • Roads Australia • Business Victoria • Schools • G21 Education & Training Pillar

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	m) Facilitate high quality events throughout the year	Diverse series of events that deliver economic, environmental and social benefits to the community (HW, SS, CP, CC, L)	41) Further develop diverse, major and signature events, and a communication and promotion program	• Visit Victoria • Commercial Event Providers • Local Media	• Surfing Industry • Industry Bodies
	n) Strengthen the vitality of town centres	Town Centres are a good place to be and an important part of community life (HW, SS, CP, CC, L)	42) Identify and support the economic and social drivers of town centres within the Shire	• G21Economic Development Pillar • Department of Economic Development, Jobs, Training and Resources • Business Victoria	• Torquay Commerce and Tourism Association • Business and Tourism Anglesea • Aireys Inlet Tourism and Traders Association • Growing Winchelsea • Lorne Business and Tourism Association • Committee for Lorne
	o) Support key industry sectors such as surfing, tourism, home-based, construction and rural businesses	There are a number of strong industry sectors, which create a sustainable year-round economy (HW, SS, CP, CC, L)	43) Work with key stakeholders to encourage visitors to stay longer and spend more in the Shire 44) Develop and implement an industry development and attraction program 45) Advocate for and drive the Great Ocean Road visitor economy 46) Develop and implement an agribusiness strategy	• Business Victoria • Department of Economic Development, Jobs, Training and Resources • Surfing Victoria • G21Economic Development Pillar •	• Torquay Commerce and Tourism Association • Business and Tourism Anglesea • Aireys Inlet Tourism and Traders Association • Growing Winchelsea • Lorne Business and Tourism Association • Committee for Lorne
HIGH PERFORMING COUNCIL: Deliver valued services to the community	p) Ensure Council is financially sustainable and has the capability to deliver strategic objectives	Council has a viable long-term financial plan (HW, CP, CC) Council has the capacity to deliver on new things (HW, CP, CC)	47) Establish long-term financial principles and incorporate into the long-term financial plan 48) Develop and implement an organisational capability and capacity program 49) Develop innovative funding partnerships with community, business and government 50) Build on relationships with agencies and key stakeholders for the benefit of the community	• Municipal Association of Victoria • Corporate entities • Applicable government agencies • G21	• G21 Collaborative tending group • Great Ocean Road Coast Committee collaborative tendering processes • Local Government Victoria

Theme	Strategic Objective	Outcome (What we will see)	Strategy (What we will do - actions / programs)	• Partners (Who we will work with- note the community is a partner in all strategies)	
	q) Ensure that Council decision-making is balanced and transparent and the community is involved and informed	Council uses a range of engagement approaches to inform its decision-making (HW, CP, CC) Council communicates its decisions clearly and widely (HW, CP, CC)	51) Prepare for *Local Government Act* review recommendations 52) Evolve our community engagement approach to inform strategic Council direction and decision-making 53) Use technology to make Council decision-making more accessible	• Municipal Association of Victoria • Digital Transformation Reference Group • Local Government Victoria	• Victoria Local Governance Association • Local Government Compliance and Investigations Inspectorate
	r) Provide quality customer service that is convenient, efficient, timely and responsive	People are comfortable to approach Council for assistance, and have confidence in our response (HW, CP, CC) We see improvements in Council performance in areas of high importance to the community (HW, CP, CC)	54) Implement *Digital Transformation Program*, including opportunities for customer self-service 55) Investigate the feasibility of a certified quality system 56) Improve how we manage customer requests and complaints 57) Continued reforms in statutory planning service delivery 58) Further update and implement a customer service strategy	• Municipal Association of Victoria • Digital Transformation Reference Group	• Statutory Planning Reference Group • Local Government Victoria
	s) Ensure the community has access to the services they need	High quality services are available to the community (HW, SS, CP, CC, L)	59) Review Council-delivered services to ensure they are of high quality and delivering best value 60) Conduct service reviews to identify best service delivery model 61) Advocate for services that are best delivered by others 62) Review arrangements for governance of the coast	• Municipal Association of Victoria	• Local Government Victoria

Appendix 4: Reference List

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