

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
THEME 1 – STRONG AND RESILIENT ECONOMY			
1.1.1	<p>Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas</p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Strategic Growth Plan and Settlement Strategy developed • Relevant Planning Scheme Amendments adopted 	<p>Progress Birregurra Structure Plan & Northern Towns Growth Plan</p>
1.1.2	<p>Deliver a refreshed Apollo Bay Structure Plan</p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Refreshed Apollo Bay Structure Plan delivered by 2022-23 • Relevant Planning Scheme Amendments adopted 	<p>Commence Apollo Bay Structure Plan</p>
1.1.3	<p>Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay</p> <ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Increase land supply by 200 new lots annually • Increased availability of affordable housing • Levels of housing stress including rental and mortgage stress 	<p>Continue to work with Developers to promote greater diversity in housing stock.</p>
1.1.4	<p>Increase residential land supply in Colac</p> <ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Number of hectares rezoned • Number of residential lots approved by planning permits 	<p>Continue to progress the Deans Creek Precinct Structure Plan</p>
			<p>Work with land owners to coordinate development in Colac West Development Plan area</p>
			<p>Progress Planning Scheme Amendments for rezoning land to residential in Colac</p>
1.1.6	<p>Increase access to affordable accommodation for essential workers</p> <ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • More accommodation options are available in towns including Apollo Bay, Birregurra, Forrest and Colac, specifically for workers • Level of rental and mortgage stress 	<p>Commence the Colac Otway Adaptable Precincts Project with partners, funded through Regional Precincts and Partnerships Program.</p>

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
1.3.1	<p>Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy</p> <p>● ● ●</p>	<ul style="list-style-type: none"> • Number of projects that have attracted funding • \$ funding received 	<p>Complete Colac Civic Health and Rail Precinct planning.</p> <p><i>Commence the Cultural and Accommodation Precinct Masterplan if successful in securing external funding</i></p>
1.3.2	<p>Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community</p>	<ul style="list-style-type: none"> • Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	<p>Complete Colac Civic Health and Rail Precinct planning.</p> <p>(as per action 1.3.1)</p>
1.3.4	<p>Advocate for implementation of the Forrest Wastewater scheme</p>	<ul style="list-style-type: none"> • Funding secured to deliver Wastewater Scheme in Forrest 	<p>Support efforts by Barwon Water to introduce reticulated wastewater to Forrest</p>
1.4.1	<p>Promote the Shire as a destination, not a gateway</p> <p>●</p>	<ul style="list-style-type: none"> • Increased visitor spend and stay 	<p>Support GORRT review of Otway Destination Action Plan</p>
1.4.3	<p>Work with our community to promote our towns as places to stop, visit and explore</p>	<ul style="list-style-type: none"> • Delivery of Destination Actions Plans • In partnership with GORA, achieve Ecotourism Certification 	<p>Support GORRT review of Otway Destination Action Plan (as per action for 1.4.1)</p>
1.4.4	<p>Facilitate development of sustainable visitor infrastructure and accommodation</p>	<ul style="list-style-type: none"> • Increased availability of visitor accommodation • Public Toilet Strategy completed and 60% of actions delivered by 2025 	<p>As per action for 1.3.1</p>
1.5.1	<p>Support business growth through population attraction and retention</p> <p>●</p>	<ul style="list-style-type: none"> • Increase total population of working-aged people and young families • 1.5% annual population growth achieved • Reduced seasonality impacts on businesses by having stable permanent population 	<p>No specific Year 4 action planned</p> <p>This strategic objective is being supported through Council's efforts to create residential land supply to support population growth (refer to 1.1)</p>

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
THEME 2 – VALUING THE NATURAL AND BUILT ENVIRONMENT			
2.1.2	<p>Green our streets and public places</p> <p>● ● ● ●</p>	<ul style="list-style-type: none"> • Number of trees planted in public spaces (open space and streetscape) • Development of an urban cooling strategy and canopy target as part of the reviewed environmental strategy • Review the quality of street trees and streetscapes when planting appropriate trees in the future 	<p>Deliver Council's annual Street Tree planting program to identified candidate streets</p> <hr/> <p>Commence implementation of Colac Botanic Gardens Master Plan as per funding capacity allocated</p>
2.1.3	<p>Minimise the effects of climate change and extreme weather events on our community</p> <p>● ●</p>	<ul style="list-style-type: none"> • Emergency Management Plan regularly reviewed • Community satisfaction with emergency and disaster management increases annually from current result of 71% • Upgrades completed in vulnerable locations 	<p>Implement priorities from Municipal Emergency Management Plan</p>
2.2.1	<p>Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets</p> <p>● ● ●</p>	<ul style="list-style-type: none"> • Maintain Council's net zero carbon emissions and reduce dependence on carbon offsets through implementation of emission education projects • Community satisfaction with environmental sustainability increases annually from current result of 61% 	<p>Implement funded priorities from the Climate Change Action Plan</p>

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
2.2.2	<p>Council supports the community to reduce carbon emissions</p> <p>● ●</p>	<ul style="list-style-type: none"> • Council has considered opportunities for regional partnerships in relation to climate change • Raised awareness of whole-of-community climate change mitigation/adaptation focused activities • Reduction in CO2 emissions for Colac Otway (Source: Victorian Greenhouse Gas Emissions Report) 	<p>Implement funded priorities from the Climate Change Action Plan</p>
2.2.3	<p>Educating and assisting our community to act on climate change by reducing waste, emissions and water usage</p> <p>●</p>	<ul style="list-style-type: none"> • Reduced waste to landfill, emissions and water usage in the community 	<p>Implement funded priorities from the Climate Change Action Plan</p>
2.4.4	<p>Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches</p> <p>●</p>	<ul style="list-style-type: none"> • % of glass diverted from landfill stream 	<p>Continue to promote CDEP roll-out in support of State Govt reforms</p>
2.5.3	<p>Council meets annual infrastructure renewal gap</p>	<ul style="list-style-type: none"> • Asset Management Plans completed • Capital funding allocated annually in accordance with levels identified in AMPs 	<p>Commence review of Council's Asset Plan, to enable adoption by 31 October 2025 as per section 92 of LG Act</p>

THEME 3 – HEALTHY AND INCLUSIVE COMMUNITY

3.1.2	<p>Create environments where children can be happy, healthy, supported, educated and safe</p> <p>● ● ● ●</p>	<ul style="list-style-type: none"> • Funding for early years infrastructure secured (\$) • Increased childcare options/availability • Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain • Increase in 3 and 4-year-old kindergarten participation rates 	<p>Complete the Kindergarten Infrastructure Strategic Plan (KISP)</p>
-------	---	---	--

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
3.1.3	<p>Provide services to enable lifelong health and wellbeing from the early to senior years</p> <p>●●●</p>	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	<p>Implement decisions arising from Community Care Best Value Review</p>
3.2.2	<p>Plan for and supply quality public open space to meet community needs</p> <p>●●●</p>	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	<p>Upgrade Wyuna Estate open space and play area</p>
3.2.5	<p>Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community</p> <p>●●●</p>	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity 	<p>Review community grants process to encourage projects that encourage physical activity</p>
3.2.6	<p>Promote and demonstrate gender equity</p> <p>●●●</p>	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	<p>Support community and clubs to implement the Fair Access Policy</p>
3.3.4	<p>Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative</p> <p>●●</p>	<ul style="list-style-type: none"> Reflect level Reconciliation Action Plan delivered by 2022 	<p>Continue to support partnership event during Reconciliation Week</p>

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
3.3.5	<p>Provide community safety services that enhance the liveability of our shire</p> <p>● ● ●</p>	<ul style="list-style-type: none"> Community satisfaction for enforcement and local laws increases annually from current result of 64% Local Law reviewed by 2023 	<p>Actively explore with partners the re-establishment of a Bushfire Place of Last Resort in Apollo Bay</p>
3.3.6	<p>Support health, enforcement and other services to support initiatives to reduce all forms of violence</p> <p>● ● ●</p>	<ul style="list-style-type: none"> Decrease family violence incident rates 	<p>Continue to partner with CAH in 16 Days of Activism initiative</p>
3.3.7	<p>Reduce gambling-related harm in the Colac Otway Shire</p> <p>● ●</p>	<ul style="list-style-type: none"> Gambling Policy developed for inclusion in the planning scheme 	<p>Commence development of a Gaming and Licensed Premises policy</p>
THEME 4 – STRONG LEADERSHIP AND MANAGEMENT			
4.1.1	<p>Identify and embrace best practice and modernise systems to realise efficiencies</p>	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	<p>Implement actions arising from the Cybersecurity Internal Audit</p>
4.1.4	<p>Undertake a rolling program of service reviews</p>	<ul style="list-style-type: none"> Conduct at least two service reviews annually and implement decisions made by Council, with a view to saving at least \$250,000 per year 	<p>Implement outcomes from completed reviews.</p>
4.2.2	<p>Adopt a policy and approach to guide the disposal of assets no longer required</p> <p>●</p>	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	<p>Develop asset rationalisation and decommissioning principles</p>
4.2.3	<p>Manage procurement to get best value for the community</p>	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	<p>Implement Internal Audit recommendations into Procurement</p>

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
4.2.5	Financial and risk management practices are responsible and sustainable	<ul style="list-style-type: none"> Deliver ten-year financial plan VAGO LGPRF financial sustainability measures 	Commence review of Council's Financial Plan, to enable adoption by 31 October 2025 as per section 91 of LG Act
			Complete outstanding reviews of key financial policies
4.3.1	Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community	<ul style="list-style-type: none"> Community satisfaction for Customer Service increases annually from current result of 68% Seek to understand factors contributing to the community's perception of Council's performance in Apollo Bay and surrounds 	Implement Customer Experience improvement program
4.4.1	We respect and invest in our employees and continue to strengthen our workplace culture ●●	<ul style="list-style-type: none"> Employee satisfaction and engagement 	Implement an action plan based on People Matters Survey results
4.4.2	We commit to safe work practices and take a positive approach to our work ●	<ul style="list-style-type: none"> Delivery of targets and measures as outlined in the OHS Strategic Plan 	Implement actions from Internal Audit into WHS systems
4.4.3	Develop a skilled and diverse workforce by investing in training and development ●●	<ul style="list-style-type: none"> Attraction and retention of skilled workforce Number of secondments within the organisation Number of internal promotions Number of hours of training Number of traineeships/apprenticeships Development of a Workforce Plan 	Implement the organisation wide training program for mandatory and compliance training

Annual Action Plan 2024-25

	Four-year Priorities	Indicators	2024-25 Actions
4.4.4	Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework	<ul style="list-style-type: none"> Community satisfaction for Consultation and Engagement increases annually from current result of 54% Rolling program of Community Conversations implemented 	Continue “community conversations” with at least two across the Shire
4.4.5	Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> Number of decisions made in closed Council meetings Community satisfaction for Council’s community decision making increases annually from current result of 54% Compliance with Public Transparency Policy 	No specific Year 4 actions are planned