

Colac Otway Shire Council Plan 2017-2021

Revised 26 June 2019



Contents

Strategic Vision.....	3
Strategic Context for Colac Otway Shire	3
About the Shire	4
Community Engagement	4
Council’s Role	5
Our Councillors.....	6
Strategic Planning Framework	7
Council Plan Strategic Themes.....	8
Theme 1: Our Prosperity.....	9
Theme 2: Our Places.....	13
Theme 3: Our Community	18
Theme 4: Our Leadership & Management	21
Strategic Resource Plan	24

Front Cover photograph taken by: Barry Rayner

Strategic Vision

Towards A Prosperous Future

The Councillors of Colac Otway Shire commit to plan for growth in business and employment for our towns and settlements; the delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for the Shire.

Strategic Context for Colac Otway Shire

Colac Otway Shire is located 160km west of Melbourne in a natural environment which includes State Forests, National Park and parts of the Great Ocean Road. It is within commuting distance of Geelong, which has been experiencing significant population and employment growth in recent years. The Shire has both a permanent population and is a tourism destination for holiday makers and international tourists.

Recent years have seen very low levels of population growth in the Shire. The Shire was initially built on the industries of Agriculture and Manufacturing, with Tourism strengthening and growing employment in the Health sector. Overall, low jobs growth has contributed to some seeking employment outside of the Shire and an increasingly aging population. These trends are similar to other regional Victorian areas.

Colac Otway Shire has a unique and precious natural environment. It is acknowledged that the region has been getting warmer and drier and in the future the region can expect for this trend to continue. Council recognises that it can play a leadership role to facilitate local action for managing climate change impacts. Council's Municipal Public Health and Wellbeing Plan provides further strategic direction.

Responsibility for managing all aspects of the natural environment is shared with a number of different government authorities and community groups. Council has a key role in partnering with all of these parties.

Colac Otway has many advantages which could turn these challenges to opportunities. These include the duplication of the Princes Highway, which will create a dual carriageway between Geelong and Colac, and the attractiveness of the natural environment as a place to live and visit, generating economic opportunities. Additionally, the Shire is well serviced with social infrastructure such as health services, schools and recreational facilities; and it has affordable housing and land available for further development. These advantages can be built on with strategic action by Council in partnership with others, providing a context in which the Shire has the potential to grow and prosper.



Colac Otway Shire has been an unsubdivided municipality (no Wards) since March 2007.

About the Shire

- There was an estimated 20,972 people living in the Colac Otway Shire in 2016, with an average age of 46.3 years.
- Colac Otway Shire had a higher proportion of youth and a higher proportion of persons at post retirement age than Victoria in 2016.
- The predominant household type in Colac Otway Shire is lone person households, reflecting the older demographics in the area.
- Like many regional areas, Colac Otway Shire experiences a large out migration of residents aged 18 to 24 years. Many young people are moving to larger regional centres (Geelong, Ballarat) or metropolitan Melbourne to seek education and employment opportunities.
- Greater Geelong is both the largest source of inward migration and the largest destination for residents leaving.
- The large majority of Colac Otway residents have Australian or British ancestry along with a small indigenous population. Only 8.5% of the Shire's residents were born overseas at 2016, this is lower than the rest of regional Victoria (11.0%).
- The formal qualifications of the Colac Otway resident population are, on average, lower than Victoria's population as a whole.
- Colac Otway Shire has access to a skilled workforce of farmers compared to regional Victoria. This can help growth in the agricultural sector by driving productivity growth.
- Colac Otway has a low share of Specialist Managers (e.g. advertising, sales managers, business admin managers, education/health managers), potentially indicating a skills gap in the region.
- A larger share of residents than regional Victoria were also classified as Labourers, with more than a third of these (36%) being factory process workers.
- The Shire has fewer individuals in low income categories but also a lot less in the highest income quartile group. Household incomes are lower than average due to higher proportions of single person households.



Community Engagement

The Council, elected in November 2016, is strongly committed to engaging with and listening to the community. This Council Plan incorporates community feedback following a significant and broad-ranging engagement program. This program resulted in the largest level of feedback ever received, including close to 400 responses to the 'Make your voice heard' survey, 15 pop-up listening posts and Community Conversations held across the Shire and written submissions from community organisations.

Council's Role

The Council has many roles. To deliver value for money for its community, Council will consider which role is the most appropriate in the work it does. These roles include the following broad categories:

Council's role	Council will:	Example
Leader	Lead by example	Demonstrate leadership in use of lighting to reduce energy costs
Service Provider	Deliver services to meet community needs	Maternal Child Health service delivery
Partner	Contribute staff time or funds	G21 alliance
Facilitator/Broker	Promote the Shire, a service gap, or bring together people who have a stake in an issue	Work with State government, health and service organisations to plan a transition from Colanda disability services
Advocate	Proactively make representation to state and federal governments on key issues for the Shire	Advocate for a Great Ocean Road authority
Regulator	Take direct legal responsibility	Conduct inspections of local food premises and issue licenses

Our Councillors



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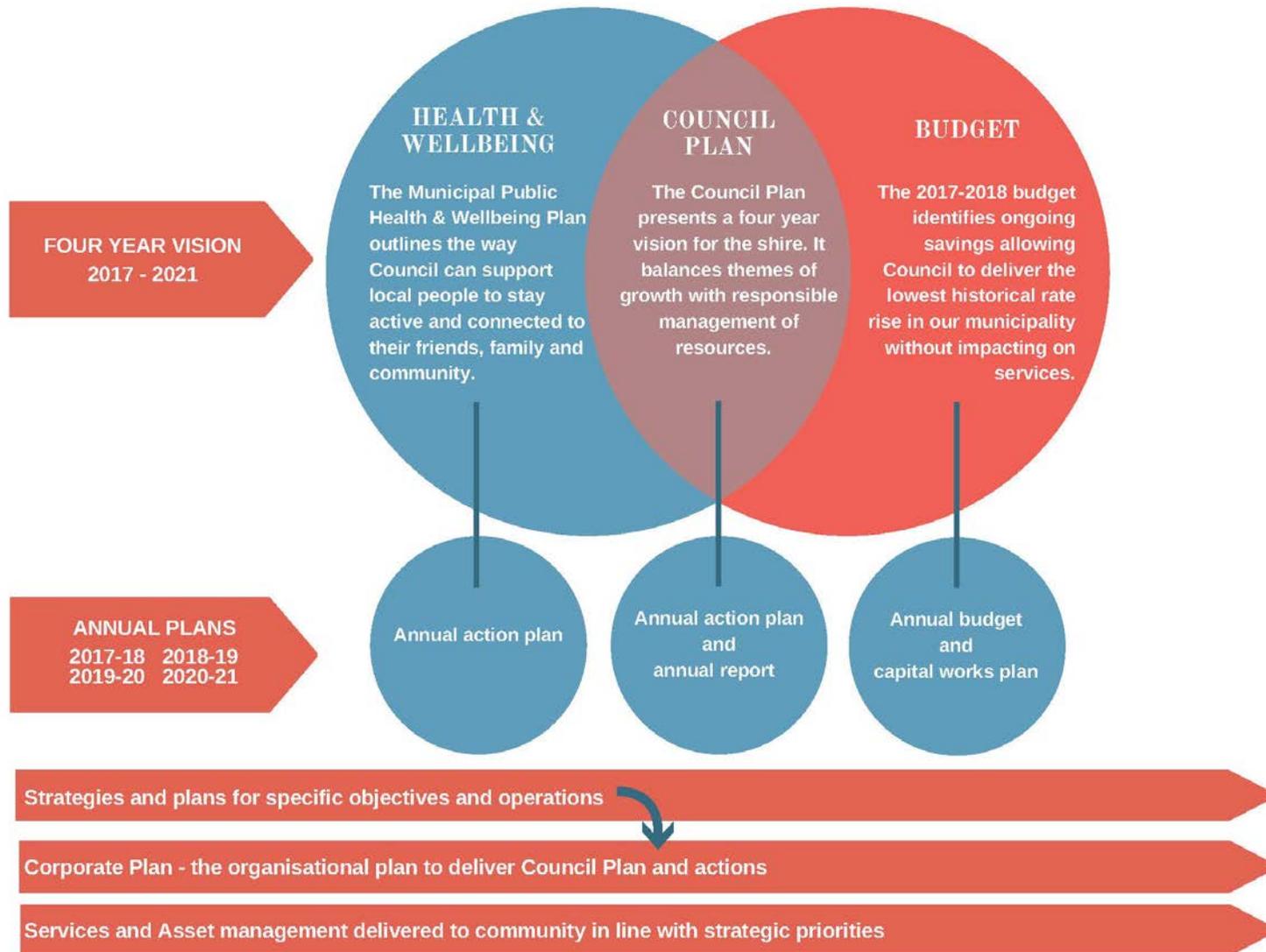
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Strategic Planning Framework



Council Plan Strategic Themes

***Theme 1:
Our Prosperity***

Vision Economic Growth
Thriving Industries
Partnerships
Great Ocean Road

***Theme 2:
Our Places***

Assets & Infrastructure
Sustainable
Welcoming & Attractive
Natural Environment
Capital Works Delivery
Emergency Management

***Theme 3:
Our Community***

Socially Connected
Events, Arts & Culture
Lifelong Learning
Physical Activity
Inclusive Community
Plan for Community

***Theme 4:
Our Leadership
& Management***

Financial Management
Openness and Accountability
Organisational Development
Value for Money
Communication

THEME 1: OUR PROSPERITY

We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to live, work, invest and visit.

Why this is Important

Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work.

Community Feedback

The community told us that they would like to see investment to increase business and employment opportunities in the Shire; that they value a balance between development and care of the environment; that they enjoy the country feel and sense of safety and community in the Shire; and that they value the small towns for their healthy, rural living, and their attraction to tourism. They also said they want to see more opportunities for tourism and the arts; for Apollo Bay to be sensitively developed and promoted; and for Lake Colac and surrounds to be improved and promoted. Consultation with the Shire's major employers and the larger employers stated a commitment to working with the Shire to plan for improved employment opportunities, continued growth of businesses and the people employed in them.

Opportunities for our Future

- Attracting investment for significant infrastructure improvements, to bolster the capital budget of the Shire going forward and fill the gap in funds due to the State Government's rate capping policy.
- Our location between the two major centres of Geelong and Warrnambool, positioning Colac Otway as a place from where people can travel to these centres for work and from which visitors can be attracted.
- Balancing care and protection of the environment with growth and development.
- Leading advocacy to care for the Great Ocean Road and the coastline, to bring together the many authorities and organisations into one authority for consistent and integrated planning a challenge.
- Through land use planning and economic growth encourage population growth.
- Continuing to support the popular events in the Shire which add to the enjoyment of living in the Shire, while preserving the amenity and quiet enjoyment of residents.
- Recognising and protecting the heritage of the area's history.

- Learning from our experiences of managing significant challenges of the natural environment, including the high risk of bushfire and floods, and the impacts of climate change.
- Addressing the seasonality of Lake Colac, an attractive asset for recreation and development.

Our Prosperity - What we want to see by 2021

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Plan Infrastructure, assets and land use with a long-term vision for economic growth.	<ol style="list-style-type: none"> 1. Provide direction on how growth across the Shire should proceed and ensure adequate land is provided for industrial and residential use. 2. Implement the Colac Otway Economic Development Strategy. 3. Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents. 4. Identify and improve tourism assets across the Shire. 5. Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and stormwater drainage 6. Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan. 7. Remove unnecessary planning triggers to streamline planning processes. 8. Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects. 	<p>Advocate</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> • Finalise and implement the Colac Township Economic Development, Commercial and Industrial Land Use Strategy. • Colac 2050 Growth Plan completed. • Council endorsement of the Economic Development Strategy and achievement of the implementation plan milestones and targets. • Increased percentage of Council expenditure with local businesses. • Implementation of Residential Housing Strategy to achieve milestones and targets. • Advocacy plan to attract funding for investment in assets which support tourism is implemented. • Review completed of Colac Otway Planning Scheme including review of and reduction in “red tape”. • Improved satisfaction with Council planning processes. • Review completed and implementation commenced for the Colac Otway Rural Living Strategy.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
2. Support a thriving economy and industries.	9. Identify and promote Tourism pathways between attractions across the whole Shire. 10. Identify and support employment in tourism. 11. Explore options to facilitate new tourism accommodation. 12. Review Planning controls for the coastal hinterland and support establishment of tourist accommodation. 13. Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events. 14. Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences. 15. Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand. 16. Review the Great Ocean Road Closure Policy.	Service Provider Facilitator Regulator	<ul style="list-style-type: none"> ● Increased employment in tourism in the Shire. ● An increase in accommodation options including conference facilities and 4 to 5-star accommodation. ● Visitation to small towns in the Shire increases, including overnight stays. ● Implementation of local Destination Action Plans. ● Visitor satisfaction increased. ● Renewed Great Ocean Road Closure Policy endorsed by all four relevant entities. ● Event attendances and satisfaction measures to be developed incorporating economic and social outcomes.
3. Strengthen partnerships with key stakeholders to benefit the whole community.	17. Seek regional funds from state and Federal Governments. 18. Develop and maintain regional partnerships and joint advocacy. 19. Seek to influence education providers to match local job opportunities with available skills training. 20. Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	Advocate Partner	<ul style="list-style-type: none"> ● Develop and implement Advocacy Strategy. ● Ongoing participation in G21, GORRT and South-West asset management forum. ● Increase in type and number of training and development opportunities for employees in the Shire. ● Reduction in youth unemployment. ● Advocacy through GROW and Beyond the Bell for increased participation of young people in education and training.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Improve strategic planning and coordination of the Great Ocean Road	21. Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values.	Advocate	<ul style="list-style-type: none"> • Develop and implement a Great Ocean Road Authority advocacy strategy. • Level of support by key political leaders and key organisations for the Great Ocean Road Authority. • Great Ocean Road and supporting assets improve (e.g., roadside edges quality of the road, toilet blocks, drainage).

Key Strategies Supporting Our Prosperity

The following strategies are essential to the delivery of the Goals and Actions in Our Prosperity:

- Colac 2050 Growth Plan.
- Colac Township Economic Development, Commercial and Industrial Land Use Strategy
- Economic Development Strategy
- Public Open Space Strategy
- Redevelopment of Apollo Bay Harbour Precinct
- Tourism Employment Opportunity Study
- Tourism/Events strategy
- Forrest Mountain Bike Strategy
- Gellibrand Structure Plan

Key Programs Supporting Our Prosperity

A range of Council programs and services are integral to achieving the Goals and Actions in Our Prosperity. Key among these are the following:

- Beyond the Bell and GROW
- Climate adaptation planning
- Community safety - emergency management and recovery coordination
- Economic development
- Environmental planning
- Forrest Structure Plan
- Heritage Review
- Implementation of Lake Colac Foreshore Master Plan Tourism and events
- Intermodal Freight/Transport Hub Investigation
- Strategic planning
- Statutory planning
- Small Town Improvement Program
- Structure/township plans for small towns including Gellibrand, Beeac, Alvie, Cororooke

THEME 2: OUR PLACES

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

Why this is Important

Infrastructure assets such as roads, drainage and footpaths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport.

It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

It is important that Council operations are undertaken in consideration of the natural environment and where possible take action to help improve to protect, enhance and restore the environmental values of the region.

Community Feedback

The community provided substantial feedback about places and assets. They are both valued and praised as a fundamental reason people like living in the Shire; and there were also many suggestions for improvements and additions. Areas that were mentioned included renewing and upgrading towns in the shire of all sizes, with lights, footpaths and additional refreshed streetscapes; the main street and entrances to Colac and Memorial Square; the Botanic Gardens and Lake Colac as valued attractions and their potential for further development; more open space, street trees, and shared pathways; and upgrading community buildings.

Opportunities for our Future

- Improving our understanding of our asset portfolio, its useful life and seeking greater State and Federal Government partnerships to fund improvements.
- Taking advantage of new opportunities such as improved asset management systems and new technology in construction and maintenance to assist in managing our assets.
- Explore service partnerships with other communities and the possibility of wider footprint contracts to improve value for money and service levels.
- Effectively plan for the predicted impacts of climate change across all Council operations and where possible for the municipality as a whole.

Our Places - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Assets and infrastructure meet community needs.	<ol style="list-style-type: none"> 1. Develop and implement a Property Strategy. 2. Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services. 3. Conduct an ongoing program of service reviews to guide planning for infrastructure. 4. Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay and district.' 	Service provider	<ul style="list-style-type: none"> • Asset Management Strategy and Plans developed, including for roads, bridges, drains, footpaths, buildings and reserves. • Business cases for development of infrastructure include evidence of community need and service level requirements. • Adoption and implementation of the Property Strategy. • Community satisfaction scores for roads and footpaths increase each year.
2. Our places are managed for long term sustainability.	<ol style="list-style-type: none"> 5. Update the Planning Scheme to reflect changing community needs and priorities. 6. Ensure best practice guides planning and management of the natural environment and associated assets. 	Service provider	<ul style="list-style-type: none"> • Review of Planning Scheme (to commence in 2017). • Planning Scheme Amendments implemented in ongoing manner to respond to community needs. • Asset Management Plans include assessment of climate related risks and approaches to mitigate these. • Outcomes of Colac and Apollo Bay drainage studies guide planning for new treatments to enhance land use and protect property.

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
<p>3. Towns and places are welcoming and attractive.</p>	<p>7. Enhance the attractiveness of towns in the Shire for both residents and tourists/visitors.</p> <p>8. Advocate for improvements to public open space where the State Government is the land owner/manager.</p> <p>9. Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire, including the City Deal project.</p> <p>10. Incorporate treatments into infrastructure standards that enhance community perceptions of safety.</p> <p>11. Maintain Parks and gardens, sports reserves and streetscapes.</p> <p>12. Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.</p> <p>13. Develop a prioritised program of works to support physical activity and active transport, and advocate for funding to continue to implement actions identified in the Active Transport Strategy.</p> <p>14. Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.</p> <p>15. Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.</p> <p>16. Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and liveability.</p>	<p>Service Provider</p> <p>Partner</p> <p>Facilitator</p> <p>Advocate</p>	<ul style="list-style-type: none"> • Council endorsement of master plans and small town improvement plans. • An annual program of works to improve attractiveness of places across the Shire. These will include (plans to be finalised on annual basis): <ul style="list-style-type: none"> Lake Colac <ul style="list-style-type: none"> ○ Master Plan implemented. ○ Foreshore assets reviewed and improved. ○ Water availability improved. Apollo Bay <ul style="list-style-type: none"> ○ Harbour Precinct plans for redevelopment in collaboration with the community Project Control Group. • Tourism assets improved. • Colac CBD entrances and streetscapes improved. • Implementation of the Memorial Square Master Plan. • Improvement to public toilets and amenities in Colac and throughout the Shire. • Small town streetscapes improved. • Standard and presentation of open spaces, including town entrances, state managed roads and pathways. • Asset plans and capital works business cases incorporate treatments that enhance community perceptions of safety. • Water sensitive design manual produced and adopted. • Community feedback on open space usage. • Standard and presentation of open spaces. • Use of potable water for parks and gardens is reduced. • Regional wet waste facility feasibility study is completed. • Support and assist local community members wishing to take a role in caring for public space assets.

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Leadership in natural environment through good management practices.	17. Ensure best practice guides planning and management of the natural environment and associated assets, and Council’s response to climate change. 18. Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road. 19. Improve the health and sustainability of the natural environment through structured planning with our partners. 20. Deliver localised planning to communities to reduce fire risk. 21. Implement emission reduction programs for Council operations. 22. Enhance the level of resource recycling and reuse across the Shire. 23. Enhance and protect biodiversity through weed control and revegetation. 24. Implement Council’s Climate Adaptation Strategy.	Service provider Facilitator Partner	<ul style="list-style-type: none"> ● Asset Management Plans include assessment of climate related risks and approaches to mitigate these. ● Community fire plans completed with latest scientific evidence and understanding of local conditions. ● Waste management review completed and implemented. ● Recycling rates from kerbside collection are increased from 2016 levels. ● Reduction in proportion of waste to landfill from 2016 levels. ● Council emissions reduced from 2012 levels. ● Planning for Lake Colac to improve health of the lake, with Parks Victoria, Department of Environment, Land, Water and Planning, Corangamite Catchment Management Authority and Barwon Water. ● Improved water quality treatments and weed management. ● Reduced risk of fire through fuel load management on public and private property. ● Adherence to fire preparedness activities.
5. Delivery of our capital works program.	25. Develop a system of capital allocations based on Asset Management Plans. 26. Develop a project management framework, covering proposals, planning and delivery. 27. Develop a capital works reporting framework. 28. Deliver the annual capital works program.	Service provider	<ul style="list-style-type: none"> ● Project management framework developed. ● Quarterly reports to Council. ● 80% of the capital works program is completed, measured by number of projects or expenditure.
6. Emergency management is coordinated locally and on a regional basis.	29. Community based planning to build local understanding and preparedness for emergency events. 30. Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	Service provider Partner Facilitator	<ul style="list-style-type: none"> ● Emergency resource plans are established and agreed with neighbouring councils. ● Participate in the state and regional resilience planning projects. ● Key influencers on climate related threats and emergencies are educated and prepared in accordance with their needs; <ul style="list-style-type: none"> ○ Community members ○ Visiting holiday rental owners ○ Visitors and tourists ○ Tourism operators

Key Strategies Supporting Our Places

The following strategies are essential to the delivery of the Goals and Actions in Our Places:

- Asset Management Strategy and Plans.
 - Develop Operations Strategy to Inform Road and Park Maintenance Program.
 - Environment Strategy
 - Information Services Strategy
 - Operations Strategy
 - Property Strategy
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Key Programs Supporting Our Places

A range of Council programs and services are integral to achieving the Goals and Actions in Our Places. Key among these are the following:

- Asset Management Planning – Service Planning Connecting to Community Infrastructure.
 - Asset Program for Renewal/Implementation of Parks and Open Space Infrastructure
 - Construction to suit design life
 - Deliver on agreed levels of service in Service and Operations
 - Deliver Works Program in Accordance with Operations Strategy
 - Design and Contract Manage Construction of Assets and Infrastructure
 - Develop and Deliver Capital Works Plan
 - Implement Revegetation and Weed Management Plan Post Bushfire at Wye River and Separation Creek.
 - Develop Comprehensive OHS and Risk Plans to enhance/ensure the safety of our staff at work
 - Implement Colac stormwater study
 - Implement Domestic Wastewater Management Plan
 - Long-Term Works Program Parks and Open Space Maintenance
 - Policy Development for Asset Programs
 - Reticulated Drainage Scheme at Wye River and Separation Creek
 - Review Plant and Equipment Utilisation and Renewal in Service Operations
 - Whole of Life Analysis
 - Strategic weed control and revegetation programs.
 - Climate change mitigation and adaptation programs.
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THEME 3: OUR COMMUNITY

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

Why this is Important

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to the original settlers. We also have a small population of aboriginal people. The land of the Shire sustains different ways of living, from affordable housing options in the towns, to spectacular properties with views of the forest and the sea. Potential for population growth in the Shire will increase due to highway improvements and proximity to the larger centres of Geelong and Warrnambool. The Shire enjoys good services and infrastructure, supporting families to connect and live well at all life stages. While the Shire is well resourced compared with many other semi-rural shires, with the potential of continued growth there needs to be good planning to have the right infrastructure and services in place.

Community Feedback

The community has also told us that they want to see value for money so we need to plan infrastructure and services well and continuously review them. Community input into this decision-making process will help make better decisions and involve them in planning for their own community.

Opportunities for our Future

- The Shire has a diverse population with a socio-economic status ranging from low to high levels of advantage. There are good relationships with other providers and funding for projects such as GROW and Beyond the Bell provide a good basis for working together to improve community life for everyone. Partnerships with other health and community service providers through the Municipal Public Health and Wellbeing Plan 2017-2021 provide a good way to work together.
- The environment is a major attraction of the Shire and strong partnerships have been forged with government authorities, which provide a good basis for planning together for the community.

Our Community - What we want to see by 2021

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Increase social connection opportunities and community safety.	<ol style="list-style-type: none"> 1. Support community organisations through the community grants program. 2. Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities. 	<p>Partner</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> • Number of groups supported to provide inclusive initiatives.
2. Connect people through events and activities.	<ol style="list-style-type: none"> 3. Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment. 4. Supports community activities through information dissemination and planning information. 	Facilitator	<ul style="list-style-type: none"> • Number of community activities and numbers of people who attend.
3. Opportunities for the community to participate in lifelong learning.	<ol style="list-style-type: none"> 5. Provide opportunities for lifelong learning and community connections through library programs. 6. Support for community groups. 	Service provider	<ul style="list-style-type: none"> • Library program attendances. • Grants and in-kind support awarded to groups involved in lifelong learning. • Completion of the review of the structure for provision of library services for the Shire.
4. Provision of resources to support physical activity by the community.	<ol style="list-style-type: none"> 7. Deliver programs through the Bluewater Centre that promote physical activity in the Shire. 8. Build capacity of local sports groups in promoting healthy eating and physical activity. 9. Encourage more people to participate and be inclusive of others. 10. Participate in the G21 Healthy Eating and Active Living regional priority project. 11. Consider health of the community when formulating policy for Council's Property Strategy. 	<p>Partner</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> • Ongoing and effective implementation of the Municipal Public Health and Wellbeing Plan. • Review the Colac-Otway Shire Physical Activity Strategy. • Participation rate at Bluewater Centre. • Increased membership in local sporting groups with increased diversity of membership. • Increase in healthy food options in Council facilities. • Increase in healthy food options in local sporting groups. • Review social issues such as availability of alcohol and gambling machines when considering policy for Council property.
5. Foster an inclusive community.	<ol style="list-style-type: none"> 12. Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education. 	<p>Partner</p> <p>Facilitator</p>	<ul style="list-style-type: none"> • Access, Equity and Inclusion Action Plan prepared and implemented. • Council services are inclusive and accessibility barriers are addressed.

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
6. Community planning informs provision of Council services and social infrastructure.	13. Update social infrastructure planning on a continuing basis to guide asset planning.	Partner Service provider Facilitator	<ul style="list-style-type: none"> • Service planning results in service level information to guide asset planning. • Advocacy strategies are developed and implemented to support services for our community. • Analysis of data and social information guides social infrastructure investments and upgrades.

Key Strategies Supporting Our Community

The following strategies are essential to the delivery of the Goals and Actions in Our Community:

- Access, Equity and Inclusion Action Plan
- Arts and Culture Strategy
- Climate Adaptation Plan
- Municipal Public Health and Wellbeing Plan
- Physical Activity Strategy
- Property Strategy

Key Programs Supporting Our Community

A range of Council programs and services are integral to achieving the Goals and Actions in Our Community. Key among these are the following:

- Access Equity and Inclusion Plan
- Arts and Leisure
- Cinema Lease
- Community Recovery Support to Wye River and Separation Creek
- Community Recovery Planning; Climate Resilient Communities GROW and Beyond the Bell 2030
- Community safety - emergency management and recovery coordination
- Community services
- Community services plans for 50 years+
- Climate planning
- Early Years Plan
- Early Years Facilities planned and funded (Apollo Bay/Colac/W/N)
- Environmental planning
- G21 Health and Well-Being Pillars Annual Project
- Library services
- Municipal Public Health and Wellbeing Plan (MPHWP)
- New Library Plan
- Plan and maintain active open space and recreation areas
- Population and demographic forecasting
- Reserve Master Plans
- Social Infrastructure Plan
- Social Capacity Building Plan
- Tourism and events
- Community Funding Program
- Festival and Events Support Scheme

THEME 4: OUR LEADERSHIP & MANAGEMENT

We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

Why this is Important

There are many demands on the resources of Colac Otway Shire. The major source of income, ratepayer funds, has been constrained through the introduction of rate capping by the State government and an increasing challenge for the community to continue to afford rate increases.

The environment of the shire is attractive and well-recognised. Its' diversity also results in involvement by many authorities and stakeholders, creating the need for partnerships and clarity about the role of the shire. Recently experienced incidents such as bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

Community Feedback

The community has told us that they want Council to be transparent in allocating its limited resources; that they want investment in services and infrastructure to support the community, local businesses, tourism, and population growth; and that they want Councillors and the organisation to work together to achieve great outcomes for the community and to build a positive reputation for the Shire.

Businesses and organisations operating in the Shire said that they look to the Shire to provide coordination around issues and advocacy to state and federal government about local needs.

Opportunities for our Future

- The opportunity to maintain and enhance external funding for well-planned community infrastructure.
- The opportunity to increase engagement with the community in decision-making.
- Supporting opportunities for growth in a complex legislative framework.
- Delivery of services that are valued by the community and managing the challenges brought about through cost shifting and devolution of responsibility from other levels of government.

Our Leadership & Management - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Effectively manage financial resources.	<ol style="list-style-type: none"> 1. Manage the short and long-term financial sustainability of the shire through prudent financial management. 2. Maintain the 10 year long term financial plan. 3. Identify new income opportunities. 4. Maintain low risk audit rating for financial sustainability. 	Service provider	<ul style="list-style-type: none"> • Long term financial measures are identified and reported to Council on at least ½ yearly basis. • New income source opportunities are identified to reduce the reliance on rates. • Overall low risk financial sustainability rating maintained. • Reduce the asset renewal gap.
2. Openness and accountability in decision making.	<ol style="list-style-type: none"> 5. Ensure where ever possible decisions are debated and made in open Council meetings. 6. Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities. 7. Distribute the Quarterly Performance Reports more broadly across the community, including publishing them on Council’s website. The Quarterly Performance Report provides progress updates on each Council Plan action for the quarter. 	Service provider	<ul style="list-style-type: none"> • Improve awareness and accessibility of Council documentation by the community. • Implement regular reporting on agreed topics such as finances, projects and key outcomes. • Community satisfaction with governance and councillor conduct improves through the annual community satisfaction survey. • The percentage of decisions made in closed council meetings is reduced from 2016 levels.
3. Organisational development and legislative compliance.	<ol style="list-style-type: none"> 8. Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities, with a particular emphasis on attracting suitably qualified applications to fill regulatory roles. 9. Manage our risk exposure, including providing a safe working environment where “Work Health and Safety is everyone’s business”. 	Service provider	<ul style="list-style-type: none"> • Development plans completed and implemented in organisational capability areas. • Maintain Safety Map (or equivalent) certification for Council’s occupational health and safety management system.
4. Provide value for money services for our community.	<ol style="list-style-type: none"> 10. Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community. 11. Enhance opportunities for increased local spending of Council expenditure. 12. Develop partnerships to procure services and materials on a regional basis. 	Service provider	<ul style="list-style-type: none"> • Implement a rolling program of service reviews each financial year. • Identify ongoing savings opportunities of at least \$200,000 per annum. • Council endorsement of the revised Procurement Policy by 2018 and achievement of the implementation plan milestones and targets. • The percentage of local spending is increased by at least 5% over 4 years. • 5 year across boundary procurement plan developed.

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
5. Communicate regularly with our community and involve them in decision-making.	13. Review the Community Engagement Policy to guide council decision making.	Service Provider	<ul style="list-style-type: none"> Community engagement framework review completed. Opportunities for community engagement are increased from 2016 levels.

Key Strategies Supporting Our Leadership & Management

The following strategies are essential to the delivery of the Goals and Actions in Our Leadership & Management:

- Asset Management Strategy
- Carbon Neutral Plan
- Climate Adaptation Plan
- COS Environment Strategy
- Information Services Strategy
- Operations Strategy
- Organisational Development Strategy
- Streamline Planning Scheme
- Sustainability Policy
- Waste Management Review

Key Programs Supporting Our Leadership & Management

A range of Council programs and services are integral to achieving the Goals and Actions in Our Leadership & Management. Key among these are the following:

- Capital works Delivery Program
- Corporate Plan
- Delivering on agreed levels of service in Service and Operations
- Deliver Works Program in Accordance with Operations Strategy
- Design and Manage Construction of Assets and Infrastructure
- Develop Operation Strategy to inform Road and Park Maintenance Program Delivery
- Financial Planning
- Governance
- Half Yearly Reporting on Implementation of Council Plan Strategies
- Implement Apollo Bay Drainage Study
- Implement Colac stormwater study
- Increase Recycling and Reuse of Resources (Waste Minimisation)
- Long-Term Financial Plan
- Participate in Barwon Southwest Waste Management Group
- People Performance and Culture
- Plant and Equipment Utilisation and Renewal Program
- Project Management Framework
- Reticulated Drainage Scheme at Wye River and Separation Creek
- Review Plant and Equipment Utilisation and Renewal in Service Operations
- Service Review Program
- Service Level Review Program
- Undertake Birregurra Flood/Drainage Study
- Waste Management

Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2017-2021.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

Colac Otway financial indicators	<ul style="list-style-type: none">• That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.• That Colac Otway Shire Council applies the outcomes of this SRP to the 2017-2018 Budget.
Long-term borrowing strategies	<ul style="list-style-type: none">• That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.• That Colac Otway Shire Council has no forecast borrowings during the period applying to the Strategic resource Plan• That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.
Notional reserves	<ul style="list-style-type: none">• That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.• Reserves are fully backed with cash at the end of each financial year.
Rating and other revenue strategies	<ul style="list-style-type: none">• That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.• That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.• That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.

Asset management	<ul style="list-style-type: none"> • That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets. • That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio. • That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire’s population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.
Capital works	<ul style="list-style-type: none"> • That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme. • That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.
Service provision and planning	<ul style="list-style-type: none"> • That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability and service reviews where applicable.
Strategic Financial Plan	<ul style="list-style-type: none"> • That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.

Resourcing the Council Plan

Financial statements depict how the Plan is resourced.

- **Comprehensive Income Statement** shows the operating costs and income during the period.
- **Balance Sheet** provides the value of Council’s assets and obligations or liabilities for the period.
- **Statement of Cash Flows** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Statement of Changes in Equity** indicates movement in investments in net assets.
- **Statement of Human Resources** indicates the anticipated human resource requirements for the period.
- **Financial Performance Indicators** show current and projected performance across a range of key financial performance indicators.

The following tables summarises the key financial results for the next four years, as set out in the SRP.

Comprehensive Income Statement

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan Projections		
	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Income				
Rates and charges	31,165	31,991	32,838	33,709
Statutory fees and charges	816	838	859	882
User fees and charges	5,268	5,405	5,546	5,690
Grants - Operating	10,022	10,273	10,530	10,793
Grants - Capital	3,340	3,424	3,509	3,597
Contributions - monetary	132	135	138	142
Contributions - non-monetary	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	147	147	147	147
Fair value adjustments for investment property	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	35	35	35	35
Other income	416	401	387	373
Total income	51,341	52,647	53,989	55,366
Expenses				
Employee costs	19,656	20,038	20,419	20,807
Materials and services	18,431	18,984	19,553	20,140
Bad and doubtful debts	2	2	2	2
Depreciation and amortisation	10,600	10,812	11,028	11,249
Borrowing costs	112	53	39	32
Other expenses	1,186	1,222	1,258	1,296
Total expenses	49,987	51,111	52,300	53,526
Surplus/(deficit) for the year	1,354	1,537	1,689	1,840
Other comprehensive income				
Items that will not be reclassified to surplus/(deficit) in future periods				
Net asset revaluation increment/(decrement)	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods				
Total comprehensive result	1,354	1,537	1,689	1,840

Balance Sheet

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan		
		Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Assets				
Current assets				
Cash and cash equivalents	9,358	7,618	6,574	5,113
Trade and other receivables	3,336	3,685	3,779	3,876
Inventories	201	206	211	216
Other assets	228	234	239	245
Total current assets	13,123	11,742	10,804	9,450
Non-current assets				
Trade and other receivables	-	-	-	-
Investments in associates and joint ventures	390	425	460	495
Property, infrastructure, plant & equipment	295,741	298,464	301,304	304,268
Intangible assets	-	-	-	-
Total non-current assets	296,131	298,889	301,764	304,762
Total assets	309,254	310,631	312,568	314,213
Liabilities				
Current liabilities				
Trade and other payables	2,455	2,301	2,359	2,418
Trust funds and deposits	512	468	468	468
Provisions	4,870	4,992	5,117	5,245
Interest-bearing loans and borrowings	286	142	596	0
Total current liabilities	8,124	7,904	8,539	8,131
Non-current liabilities				
Provisions	8,130	8,334	8,542	8,756
Interest-bearing loans and borrowings	738	596	0	-
Total non-current liabilities	8,868	8,929	8,542	8,756
Total liabilities	16,992	16,833	17,081	16,886
Net assets	292,261	293,798	295,487	297,327
Equity				
Accumulated surplus	124,443	127,471	130,689	134,097
Reserves	167,819	166,327	164,798	163,230
Total equity	292,261	293,798	295,487	297,327

Statement of Cash Flows

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities				
Rates and charges	31,253	31,951	32,824	33,694
Statutory fees and fines	816	838	859	882
User fees	5,268	5,405	5,546	5,690
Grants - capital	10,269	10,116	10,487	10,750
Grants - operating	3,587	3,266	3,467	3,553
Contributions - monetary	132	135	138	142
Trust funds and deposits taken	44	0	0	0
Other receipts	416	401	387	373
Employee costs	(18,508)	(19,713)	(20,086)	(20,466)
Materials and services	(18,223)	(19,140)	(19,498)	(20,083)
Trust funds and deposits repaid	0	(44)	-	-
Other payments	(1,186)	(1,222)	(1,258)	(1,296)
Net cash provided by/(used in) operating activities	13,868	11,992	12,866	13,238
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(15,409)	(13,908)	(14,268)	(14,638)
Proceeds from sale of property, infrastructure, plant and equipment	490	515	540	567
Net cash provided by/ (used in) investing activities	(14,919)	(13,393)	(13,728)	(14,071)
Cash flows from financing activities				
Finance costs	(112)	(53)	(39)	(32)
Repayment of borrowings	(1,697)	(286)	(142)	(596)
Net cash provided by/(used in) financing activities	(1,809)	(339)	(182)	(628)
Net increase/(decrease) in cash & cash equivalents	(2,859)	(1,741)	(1,044)	(1,461)
Cash and cash equivalents at the beginning of the financial year	12,217	9,358	7,618	6,574
Cash and cash equivalents at the end of the financial year	9,358	7,618	6,574	5,113

Statement of Capital Works

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property				
Land	-	-	-	-
Buildings	726	1,735	1,778	1,823
Total land & Buildings	726	1,735	1,778	1,823
Total property	726	1,735	1,778	1,823
Plant and equipment				
Plant, machinery and equipment	2,170	1,646	1,687	1,729
Fixtures, fittings and furniture	840	628	643	660
Computers and telecommunications	140	254	260	267
Total plant and equipment	3,150	2,527	2,591	2,655
Infrastructure				
Roads	5,942	6,987	7,162	7,341
Bridges	715	590	605	620
Footpaths and cycleways	383	554	568	582
Drainage	450	530	543	557
Other infrastructure	1,695	464	475	487
Total infrastructure	9,185	9,125	9,353	9,587
Total capital works expenditure	13,061	13,388	13,722	14,065
Represented by:				
New asset expenditure	1,645	1,686	1,728	1,771
Asset renewal expenditure	10,776	11,045	11,322	11,605
Asset upgrade expenditure	640	656	672	689
Total capital works expenditure	13,061	13,388	13,722	14,065
Funding Sources represented by:				
Grants	2,790	3,424	3,509	3,597
Contributions	86	-	-	-
Council Cash	10,185	9,964	10,213	10,468
Borrowings	-	-	-	-
Total capital works expenditure	13,061	13,388	13,722	14,065

Statement of Changes in Equity

For the four years ending 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Budget				
Balance at beginning of the financial year	290,908	121,633	155,097	14,177
Surplus/(deficit) for the year	1,354	1,354	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	3,782	-	(3,782)
Transfer from other reserves	-	(2,326)	-	2,326
Balance at end of the financial year	292,261	124,443	155,097	12,722
2020/21 Strategic Resource Plan				
Balance at beginning of the financial year	292,261	124,443	155,097	12,722
Surplus/(deficit) for the year	1,537	1,537	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	3,876	-	(3,876)
Transfer from other reserves	-	(2,385)	-	2,385
Balance at end of the financial year	293,798	127,471	155,097	11,230
2021/22 Strategic Resource Plan				
Balance at beginning of the financial year	293,798	127,471	155,097	11,230
Surplus/(deficit) for the year	1,689	1,689	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	3,973	-	(3,973)
Transfer from other reserves	-	(2,444)	-	2,444
Balance at end of the financial year	295,487	130,689	155,097	9,701
2022/23 Strategic Resource Plan				
Balance at beginning of the financial year	295,487	130,689	155,097	9,701
Surplus/(deficit) for the year	1,840	1,840	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	4,073	-	(4,073)
Transfer from other reserves	-	(2,505)	-	2,505
Balance at end of the financial year	297,327	134,097	155,097	8,133

Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements is shown below:

Statement of Human Resources

For the four years ending 30 June 2023

	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Staff expenditure				
Employee costs - operating	19,656	20,038	20,419	20,807
Employee costs - capital	700	700	700	700
Total staff expenditure	20,356	20,738	21,119	21,507
	EFT	EFT	EFT	EFT
Staff numbers				
Employees	226.2	226.2	226.2	224.7
Total staff numbers *	226.2	226.2	226.2	224.7

* Note that there is a reduction of staff levels in the SRP period to account for short term contracted positions. These positions are generally fixed term and related to project works. The 2020/21, 2021/22 and 2022/23 financial years also include a further reduction of 1 FTE per year. These reductions will result from improved systems and efficiencies and will be achieved by way of natural attrition. These plans do not include situations where Council receives additional government funding for programs or where Council undertakes short term resourcing of specific areas.