



COLAC OTWAY SHIRE ANNUAL PLAN 2021-22

Annual Plan 2021-22

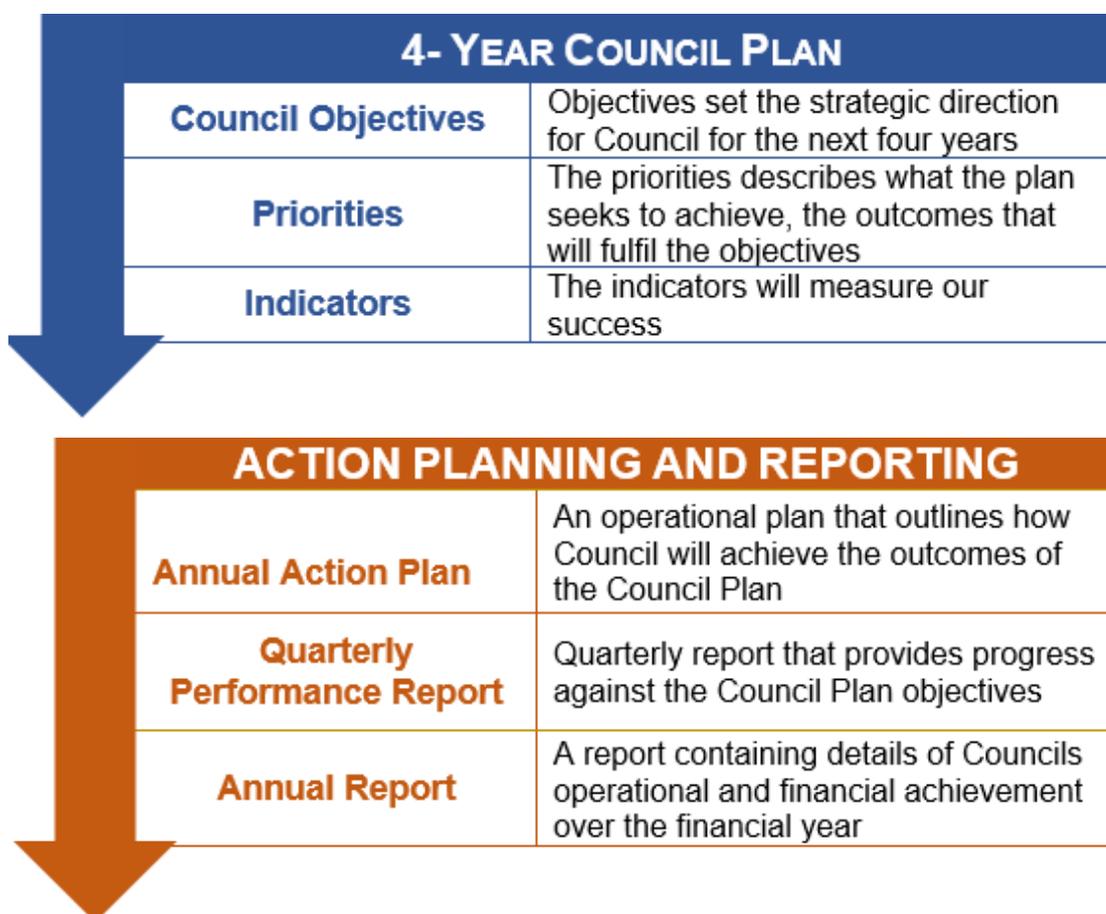
The Annual Plan is an operational plan that outlines how Council will achieve the outcomes of the Council Plan 2021-2025.

As part of the Council Plan 2021-2025, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

In addition, the development and implementation of the annual plan is informed by ongoing partnerships with agencies, community and other levels of government.

Each quarter, Council will produce a quarterly report showing progress against each of the actions in the annual plan, in addition Council produce an Annual Report, which outlines the work undertaken for the financial period.

Integrated Planning Framework



Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.1 Affordable and available housing will support our growing community and economy			
1.1.1	Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas	<ul style="list-style-type: none"> • Strategic Growth Plan and Settlement Strategy developed • Relevant Planning Scheme Amendments adopted 	<ul style="list-style-type: none"> • Participate in Great Ocean Road Authority Strategic Framework Plan
1.1.2	Deliver a refreshed Apollo Bay Structure Plan	<ul style="list-style-type: none"> • Refreshed Apollo Bay Structure Plan delivered by 2022-23 • Relevant Planning Scheme Amendments adopted 	
1.1.3	Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay	<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 	<ul style="list-style-type: none"> • Progress sale of the Council owned land at Bruce Street Colac for development with social housing • Work with the Apollo Bay community to progress actions that achieve key worker housing
1.1.4	Increase residential land supply in Colac	<ul style="list-style-type: none"> • Number of hectares rezoned • Number of residential lots approved by planning permits 	<ul style="list-style-type: none"> • Commence Deans Creek Outline Development Plan and Development Contributions Plan • Support the sale of land process at Bruce Street for residential housing • Complete Colac West Development Plan and Shared Infrastructure Plan • Process privately led Colac residential housing planning scheme amendments

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.1.5	Deliver a Social Housing Strategy	<ul style="list-style-type: none"> • Social Housing Strategy completed and implemented • Number of dwellings made available for social housing 	<ul style="list-style-type: none"> • Adopt Social Housing Strategy • Work with G21 regional partners to finalise a regional plan • Work with Homes Victoria and housing providers to deliver social housing projects under the State's Big Housing Build program • Support the delivery of social housing through development of the Council land at Bruce Street, Colac
1.1.6	Increase access to affordable accommodation for essential workers	<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 	<ul style="list-style-type: none"> • Work with the Apollo Bay community to progress actions that achieve key worker housing • Participate in a regional Key and Essential Housing Worker project • Investigate site options for future provision of key worker housing in Apollo Bay • Advocate to State and Federal Government for support towards key worker accommodation • Review Council's local law exemption process to consider increased facilitation of short term accommodation on residential lots for essential workers

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.2 Attract, retain and grow business in our Shire			
1.2.1	Deliver Economic Development Strategy	<ul style="list-style-type: none"> • At least 80% of actions from Strategy completed • Community satisfaction with business and tourism increases annually from current result of 59% • Increased level of investment in the region by 2025 <ul style="list-style-type: none"> • Number of commercial and industrial lots approved by planning permits 	
1.2.2	Attract and retain a diverse range of businesses and industries, particularly those with green credentials	<ul style="list-style-type: none"> • Gross Regional product increased • Greenfield industrial land in Colac developed 	<ul style="list-style-type: none"> • Deliver small business Digital Transformation program
1.2.3	Deliver City Deals project in Colac Otway Shire's coastal towns	<ul style="list-style-type: none"> • All three City Deals projects delivered on time and on budget 	<ul style="list-style-type: none"> • Complete year one milestones in projects plans
1.2.4	Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism	<ul style="list-style-type: none"> • Doubled berthings for recreational and commercial boats (currently 33 combined) • Funding secured from private sector or government for commercial development of the harbour waterfront 	

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.3 Key infrastructure investment supports our economy and liveability			
1.3.1	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	<ul style="list-style-type: none"> • Number of projects that have attracted funding • \$ funding received 	<ul style="list-style-type: none"> • Finalise a list of Council priority projects for funding advocacy.
1.3.2	Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community	<ul style="list-style-type: none"> • Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades 	<ul style="list-style-type: none"> • Finalise the Colac Civic Precinct Master Plan • Complete the Apollo Bay Community Infrastructure Plan
1.3.3	Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN	<ul style="list-style-type: none"> • Priority upgrades are achieved (e.g. mobile black spots) 	<ul style="list-style-type: none"> • Complete a Digital Infrastructure Gap Analysis study
1.3.4	Advocate for implementation of the Forrest Waterwaste scheme	<ul style="list-style-type: none"> • Funding secured to deliver Wastewater Scheme in Forrest. 	<ul style="list-style-type: none"> • Advocate to Barwon Water and State government to fund Forrest Wastewater Upgrade
1.3.5	Include consideration of arts and culture in strategic processes and projects	<ul style="list-style-type: none"> • Arts and culture groups are actively engaged as part of consultation processes for relevant strategic projects 	

Theme 1 - STRONG AND RESILIENT ECONOMY

	Four-year Priorities	Indicators	Year One Annual Actions
1.4 Colac Otway Shire is a destination to visit			
1.4.1	Promote the Shire as a destination, not a gateway	<ul style="list-style-type: none"> Increased visitor spend and stay 	
1.4.2	Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor overnight stays 	
1.4.3	Work with our community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Actions Plans In partnership with GORA, achieve Ecotourism Certification 	
1.4.4	Facilitate development of sustainable visitor infrastructure and accommodation	<ul style="list-style-type: none"> Increased availability of visitor accommodation Public Toilet Strategy completed and 60% of actions delivered by 2025 	<ul style="list-style-type: none"> Assist GORA with information necessary to conduct the preliminary assessment required to start the Ecotourism certification process
1.5 Grow the Colac Otway Shire's permanent population by at least 1.5%			
1.5.1	Support business growth through population attraction and retention	<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 	

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.1 We mitigate impacts to people and property arising from climate change			
2.1.1	Deliver a Climate Change Action Plan in partnership with other organisations	<ul style="list-style-type: none"> Action Plan completed by 2022 	
2.1.2	Green our streets and public places	<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 	<ul style="list-style-type: none"> Deliver Council's Street Tree planting program to identified candidate streets
2.1.3	Minimise the effects of climate change and extreme weather events on our community	<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 	<ul style="list-style-type: none"> Review and update (as required) emergency plans for emergency events and ensure Council is prepared to undertake its functions (e.g. Council's Pandemic Plans) Provide support and input to community sustainability projects such as the Apollo bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the BSW Community Power Hub and Small Business Energy Saver Program Complete scheduled capital works projects that address impacts from climate change and extreme weather events

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.2 We operate sustainably with a reduced carbon footprint			
2.2.1	Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets	<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% 	<ul style="list-style-type: none"> Establish and verify Council's net-zero emissions/carbon neutral status by participating in a not-for-profit, revegetation based offsetting program Conduct feasibility study into the opportunity to install electric heat pumps at Bluewater Leisure Centre to replace the existing Gas Heat Pumps
2.2.2	Council supports the community to reduce carbon emissions	<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) 	<ul style="list-style-type: none"> Explore membership of a regional greenhouse alliance Support community initiated environmental projects through the Colac Otway Shire Grant Program
2.2.3	Educating and assisting our community to act on climate change by reducing waste, emissions and water usage	<ul style="list-style-type: none"> Reduced waste to landfill, emissions and water usage in the community 	<ul style="list-style-type: none"> Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.3 Protect and enhance the natural environment			
2.3.1	Environment Strategy reviewed	<ul style="list-style-type: none"> Reviewed Environment Strategy adopted by Council and implementation commenced by 2022 	<ul style="list-style-type: none"> Review the existing Environment Strategy and commence community and stakeholder consultation for the new Environment Strategy 2022-2030
2.3.2	Protect native vegetation, ecosystems, flora and fauna	<ul style="list-style-type: none"> Number of community activities and education initiatives that promote stewardship of the natural environment 	<ul style="list-style-type: none"> Deliver and support community and corporate environmental events (e.g. National Tree Day, World Environment Day, Clean Up Australia Day)

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.3.3	Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems	<ul style="list-style-type: none"> • Connecting and supporting Landcare and environmental interest groups • Kilometres or hectares of roadside weed control conducted 	<ul style="list-style-type: none"> • Coordinate and deliver annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land
2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges			
2.4.1	Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors	<ul style="list-style-type: none"> • Community satisfaction survey (waste management components) • Waste management charges 	<ul style="list-style-type: none"> • Continue to implement year one actions from the Colac Otway Resource Recovery and Waste Management Strategy, including roll out of the COS Shire "Good Sort" app for residents • Continue to identify opportunities to collaborate with regional partners, including Barwon Water and Barwon South West Waste Resource & Recovery Group
2.4.2	Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches	<ul style="list-style-type: none"> • % of FOGO waste diverted from landfill stream and composted 	<ul style="list-style-type: none"> • Review Events Policy and include provisions for waste wise events • Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.4.3	Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches	<ul style="list-style-type: none"> • % of contamination in recycling stream 	<ul style="list-style-type: none"> • Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source
2.4.4	Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches	<ul style="list-style-type: none"> • % of glass diverted from landfill stream 	<ul style="list-style-type: none"> • Introduce a fourth glass collection bin for the kerbside collection of glass, which will reduce the contamination of the current comingle stream

Theme 2 - VALUING THE NATURAL AND BUILT ENVIRONMENT

	Four-year Priorities	Indicators	Year One Annual Actions
2.4.5	Trial a hard waste collection service	<ul style="list-style-type: none"> • Trial conducted, evaluated and recommendations made to Council 	<ul style="list-style-type: none"> • Research and present options for a hard waste service leading to trials
2.5 Provide and maintain an attractive and safe built environment			
2.5.1	Maintain road and drainage assets to ensure they are safe and reliable	<ul style="list-style-type: none"> • Community satisfaction with sealed roads increases annually from current result of 50% • Community satisfaction with unsealed roads increases annually from current result of 44% • Development of a Road Safety Strategy • Road safety funding attracted and priority improvements implemented • Road Management Plan compliance 100% 	<ul style="list-style-type: none"> • Ensure that identified road defects are rectified in accordance with settings in the Road Management Plan
2.5.2	Deliver a relevant Capital Works Program	<ul style="list-style-type: none"> • Complete 85% or more of capital projects annually against allocated budget • Greater than 85% of renewal work for sealed and unsealed roads annually 	<ul style="list-style-type: none"> • Provide efficient and effective Capital works delivery in line with agreed targets
2.5.3	Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> • Asset Management Plans completed • Capital funding allocated annually in accordance with levels identified in AMPs 	<ul style="list-style-type: none"> • Complete Council's Asset Plan
2.5.4	Ensure planning processes and policies for new developments meet the intent of this objective	<ul style="list-style-type: none"> • Landscape Guidelines for developers completed • Conditions relating to quality landscape, open space, streetscape and urban design outcomes developed and enforced 	

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.1 All people have the opportunity to achieve and thrive in our shire			
3.1.1	Advocate for access to and provision of education, employment and lifelong learning opportunities	<ul style="list-style-type: none"> • Reduced youth unemployment rate • Reduced total unemployment rate • Links facilitated between employers and educators to ensure workforce skills meet community needs • Increase Year 12 or equivalent completion rate to at least the Victorian average (43.5% as at the 2016 census) 	<ul style="list-style-type: none"> • Deliver Small Business Digital Transformation project • Deliver the Colac Otway Careers/Jobs Fair
3.1.2	Create environments where children can be happy, healthy, supported, educated and safe	<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 	<ul style="list-style-type: none"> • Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac • Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire • Work with service providers, P-12 College and community to transition the Apollo Bay Preschool into new Apollo Bay Early Years Hub
3.1.3	Provide services to enable lifelong health and wellbeing from the early to senior years	<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 	<ul style="list-style-type: none"> • Partner with other community organisations within Colac Otway Shire and boarding Aged Care and Disability services to enhance relationships with the community in building high quality and accessible service delivery to the home and community

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.2 People are active and socially connected through engaging quality spaces and places			
3.2.1	Provide safe, inclusive, accessible and integrated transport networks that support active transport	<ul style="list-style-type: none"> • New or upgraded priority footpath, trail and cycling connections and improvements delivered annually (metres) • Review strategic footpath plans for Apollo Bay and Colac 	<ul style="list-style-type: none"> • Construction of a shared pedestrian and cycling path along the Great Ocean Road north of Cawood Street, Apollo Bay • Upgrade the shared path along the Barongarook Creek, Colac
3.2.2	Plan for and supply quality public open space to meet community needs	<ul style="list-style-type: none"> • Council-managed open space provision aligns with standards for development outlined in the Public Open Space Strategy 	<ul style="list-style-type: none"> • Complete upgrades to Memorial Square Playspace and Cororooke Open Space • Secure land on the former Colac High School site for future public open space
3.2.3	Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services	<ul style="list-style-type: none"> • Colac Otway Playspace Strategy developed and adopted • Community satisfaction for recreation facilities increases annually from current result of 68% • Community satisfaction for arts, centres and libraries increases annually from current result of 73% • Increased participation rates at libraries; and increased visitation to COPACC programs • All new and upgraded Council facilities are universally accessible 	<ul style="list-style-type: none"> • Complete masterplans with four city reserves (Eastern Reserve, Western Reserve, Lake Oval and Central Reserve) to provide direction for facility upgrades and improvements • Implement oval lighting upgrades at five sporting reserves, being Alvie, Birregurra, Gellibrand, Irrewillipe and Warrowie recreation reserves
3.2.4	Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies	<ul style="list-style-type: none"> • Community satisfaction for appearance of public spaces increases annually from current result of 70% • Perceptions of safety during the day greater than 97.6% and after dark greater than 65.5% 	

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.2.5	Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community	<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 	
3.2.6	Promote and demonstrate gender equity	<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 	<ul style="list-style-type: none"> Develop and implement the Gender Equity Plan
3.3 We are a safe, equitable and inclusive community			
3.3.1	Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community	<ul style="list-style-type: none"> Accessibility of services that lead to reduced rates of: <ul style="list-style-type: none"> Suicide and self-inflicted injuries (101 per 100,000 people) Psychological distress (20.3%) Anxiety or depression (31.7%) 	<ul style="list-style-type: none"> Support Colac Area Health's advocacy for a Headspace facility in Colac
3.3.2	Support relevant stakeholders to improve healthy eating and living in our community	<ul style="list-style-type: none"> Reduced rates of diet-related chronic disease Community facility fees and charges structures encourage facility users to embrace healthy eating, reduced tobacco, alcohol and other drug use Increased partnerships and advocacy with relevant organisations 	<ul style="list-style-type: none"> Conduct an EOI for a private operator to open a café facility in Bluewater that provides health eating options

Theme 3 – HEALTHY AND INCLUSIVE COMMUNITY

	Four-year Priorities	Indicators	Year One Annual Actions
3.3.3	Diversity is embraced	<ul style="list-style-type: none"> • Greater than 45% of residents support multiculturalism as measured by Department of Health data • Contribute to greater than 57% of residents feel valued by society • Key council documents and communications are provided in accessible formats and multiple languages • Increase in number of community events that celebrate diversity 	<ul style="list-style-type: none"> • Conduct community consultation to understand community views and perceptions on the future of Councils Australia Day Events
3.3.4	Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative	<ul style="list-style-type: none"> • Reflect level Reconciliation Action Plan delivered by 2022 	<ul style="list-style-type: none"> • Complete Reflect Action Plan in partnership with local Aboriginal community, ensuring it includes a specific section for the early years
3.3.5	Provide community safety services that enhance the liveability of our shire	<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 	<ul style="list-style-type: none"> • Commence a campaign to highlight the positive aspects of Council's compliance activities
3.3.6	Support health, enforcement and other services to support initiatives to reduce all forms of violence	<ul style="list-style-type: none"> • Decrease family violence incident rates 	<ul style="list-style-type: none"> • Raise awareness about gender equity by displaying flags in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence, and partner with other agencies to support events during this period
3.3.7	Reduce gambling-related harm in the Colac Otway Shire	<ul style="list-style-type: none"> • Gambling Policy developed for inclusion in the planning scheme 	

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.1 We commit to a program of best practice and continuous improvement			
4.1.1	Identify and embrace best practice and modernise systems to realise efficiencies	<ul style="list-style-type: none"> Community satisfaction for Councils overall performance increases annually from current result of 58% 	<ul style="list-style-type: none"> Upgrade to a modern cloud based phone system for access to enhanced features, improving reliability, security, scalability and accessibility from anywhere, including during an emergency, whilst delivering a seamless customer experience Investigate and scope further cyber security and data protection measures to provide continued protection and compliance for council systems Upgrade conference rooms to modern meeting technology
4.1.2	Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> Number of services that can be accessed by customers online 	<ul style="list-style-type: none"> Develop online process to submit new animal registrations (Cats and Dogs) through Councils website Develop online process to submit 'Request forms' through Council's website Develop online process for Public Event Permit applications Deliver an online self-assessment tool for small business to establish their permit requirements through the Better Approval process
4.1.3	Building and Planning services are customer and solution focussed	<ul style="list-style-type: none"> Community satisfaction for Planning and Building services greater than 50% by 2025 85% of planning applications, and 100% of Vic Smart applications determined in 60 days 	<ul style="list-style-type: none"> Introduce customer survey for planning and building related services Prepare report on expanding the scope of applications suitable for VicSmart approval

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.1.4	Undertake a rolling program of service reviews	<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 	<ul style="list-style-type: none"> Conduct a service review of Colac Regional Saleyards Conduct a service review of Services and Operations
4.2 We are a financially robust organisation			
4.2.1	Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints	<ul style="list-style-type: none"> Asset Management Policy reviewed to address asset decommissioning and divestment Asset Management Strategy and Plans adopted 	<ul style="list-style-type: none"> Capital Funds Allocation and Prioritisation Policies adopted.
4.2.2	Adopt a policy and approach to guide the disposal of assets no longer required	<ul style="list-style-type: none"> Asset Management Plans include strategic service planning recommendations Capital Funds Allocation and Prioritisation Policies adopted 	<ul style="list-style-type: none"> Capital Funds Allocation and Prioritisation Policy adopted
4.2.3	Manage procurement to get best value for the community	<ul style="list-style-type: none"> Agreed audit recommendations are implemented within defined timelines Rolling internal audit program implemented 	
4.2.4	Council businesses maximise community utilisation and minimise council subsidy ratios	<ul style="list-style-type: none"> Reduced subsidy ratio for Council businesses (airports, saleyards, COPACC, Bluewater and Visitor Information Centres) 	<ul style="list-style-type: none"> Conduct a service review of Colac Regional Saleyards
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 	<ul style="list-style-type: none"> Review Revenue and Rating Policy Review Council's Investment Policy

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual Actions
4.3 We provide exceptional customer service			
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 	<ul style="list-style-type: none"> Development of online forms and payment options to deliver accessible customer services for all customers Development and implementation of Customer Service Charter Undertake engagement with our coastal communities to better understand factors that contribute to perceptions of Council's performance
4.4 We support and invest in our people			
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 	<ul style="list-style-type: none"> Commence the development of the organisation's purpose with engagement at the team level
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 	<ul style="list-style-type: none"> Review Council's safety programs against best practice using the National Audit Tool Implement the actions of the Prevention of Sexual Harassment Plan
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 	<ul style="list-style-type: none"> Investment in leadership programs across the organisation to create internal pathways for career progression, development and succession planning. Develop a Workforce Plan

Theme 4 – HIGH PERFORMING COUNCIL

	Four-year Priorities	Indicators	Year One Annual 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 	<ul style="list-style-type: none"> • Deliver training to Council staff to improve Council's community engagement practices in line with the Community Engagement Policy and Framework.
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 	