

An aerial photograph of a coastal town and bay. The town is built on a peninsula with a long pier extending into the water. The bay is filled with boats and has a sandy beach. The ocean is blue with white waves breaking on the shore. The sky is overcast with grey clouds. The image is framed by teal and green geometric shapes in the corners.

Colac Otway Shire

Council Plan 2021-2025



Colac Otway
SHIRE

Acknowledgement of Traditional Custodians

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples as the traditional owners of the Colac Otway region, the land on which the activities of the Colac Otway Shire Council is conducted upon.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and uphold their continuing relationship to this land.



Contents

Acknowledgement of Traditional Custodians	2
Welcome from the Mayor	5
About this plan	7
Our Community Vision 2050	8
How to read this document	10
Where we are	11
Fast facts	12
Our Council	14
The engagement process	15
Council's role in health and wellbeing	17
Community and health data	18
Our health and wellbeing priorities	21
How health and wellbeing is integrated into this plan	22
Theme 1: Strong and Resilient Economy	25
Theme 2: Valuing the Natural and Built Environment	29
Theme 3: Healthy and Inclusive Community	33
Theme 4: Strong Leadership and Management	37
Appendix 1: Health and wellbeing indicators	42
Appendix 2: Integrated Planning Framework	48
Appendix 3: Council's advocacy priorities	49
Appendix 4: List of core Council services	50
Policy context	52
Acronyms and definitions	53





Message from the Mayor

MY FELLOW COUNCILLORS AND I ARE PROUD TO PRESENT THE COLAC OTWAY SHIRE COUNCIL PLAN FOR 2021-2025.

The Council Plan 2021-2025 is a key document outlines the strategic direction and priorities for the Colac Otway Shire community for the next four years.

Working alongside the new 2050 Community Vision, which sets out where we'd like to see our shire progress over the next 30 years, the Council Plan will guide our decision-making toward the projects, services and initiatives we will deliver for our community.

For the first time, we're bringing together the Council Plan and Municipal Health and Wellbeing Plan, confirming our commitment to consider the health and wellbeing of our communities as fundamental business of Council.

As we continue to respond and face challenges associated with the coronavirus global pandemic, we acknowledge the impact of COVID-19 on community, local industry and business. The Council Plan provides a framework to address current challenges and develop strategies to ensure we remain a resilient and strong community, now and into the future.

Development of the Council Plan has been assisted by the Colac Otway community participating in a comprehensive engagement process, which involved drop-in sessions at 12 locations across the shire, an online survey, stakeholder interviews with community, business and agency partners and a youth summit of 49 students.

In particular, we'd like to acknowledge the work and dedication of the 24 community members who participated in the deliberative panel over three days (including Mother's Day) and three evening sessions online.

The Council Plan reflects the challenges and opportunities highlighted by our

community. In June 2021, Colac Otway Shire Council declared a Key and Essential Worker Housing Crisis to address this critical issue in our region.

The lack of worker housing in Colac and Apollo Bay is having an impact on the economy and liveability of our communities, and it's important the Council Plan addresses the need for creation of opportunities for more affordable and available housing by securing housing for long term rentals as well as opening up land for residential development.

Addressing the availability of housing is necessary to attracting a permanent population in the shire. Colac Otway has a need to secure suitable housing to support our residents and support essential services, as well as our commercial, industrial and hospitality sectors.

It's necessary to address this issue to attract families to move to, or stay in the area, which has a positive social and economic impact on the shire. Housing affordability and availability is an important issue for our residents and, through the Council Plan, we have a framework around which to provide our community with a sustainable future for our community to live, learn and grow within Colac Otway.

Protection of the environment, and Council taking a leadership role to demonstrate best practice and what can be achieved to help preserve our natural resources, has also been highlighted as of great importance to our community.

The Council Plan outlines these, and other initiatives, as the guiding principles for work to be undertaken by Council, to support our proud and resilient Colac Otway community and continue to develop our region as a great place to learn, live, work and play.

Cr Kate Hanson
Mayor, Colac Otway Shire Council



About this plan

THE COUNCIL PLAN IS A DOCUMENT THAT WE DEVELOP IN PARTNERSHIP WITH OUR COMMUNITY TO GUIDE COUNCIL'S STRATEGIC DIRECTION OVER THE NEXT FOUR YEARS.

It outlines the allocation of resources, the provision of services and the key themes that will guide Council's decision-making. It is a requirement under the *Local Government Act 2020* for all Victorian councils to have a Council Plan.

For the first time, the Council Plan also incorporates the Municipal Health and Wellbeing Plan.

Previously, the Municipal Health and Wellbeing Plan was developed as a separate document. By bringing these important pieces of strategic work together, Council reinforces our commitment to improving the health and wellbeing of our community as part of our core business. It also reflects Council's intention to make meaningful contributions from across our organisation to the success of the Victorian Health and Wellbeing Plan 2015-2029.

The Council Plan and Municipal Health and Wellbeing Plan were built on the foundations of extensive community consultation, discussions with partner and health agencies, collaborative work between staff and Councillors and analysis of data, trends, research and Council/government policy.

Data sources include Council's annual community satisfaction survey, which tracks our community's perceptions of Council's performance in a variety of areas. During the past decade, the survey has consistently returned low results for planning and building permits, and maintenance of

unsealed roads when compared to other Council services and local government areas. Further, there has been a consistent trend of Apollo Bay and surrounds rating Council's overall performance lower than other areas of the shire. These are among challenges identified in the Council Plan for targeted actions aimed at achieving improvements.

Council is not solely responsible for delivering all outcomes in this Plan, because it also provides advocacy, partnership, brokering, communication and conduit roles to achieve outcomes with a variety of community, business and government partners.

As part of this Plan, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating its own performance, and publishing results within its annual report each October. This provides our community opportunities to access our performance against the priorities outlined in this Plan. In addition, the development and implementation of annual action plans will be informed by ongoing partnerships with agencies, community and other levels of government.

This Plan also includes our Financial Plan for the next 10 years. The Long Term Financial Plan guides Council on the resources required to achieve our strategic priorities and objectives over the next four years.

Our Community Vision 2050

In another first, the Colac Otway Shire Council has developed a long-term Community Vision. Whilst this too was a requirement of the new *Local Government Act 2020*, we saw it as an opportunity to ask our community to think long term about the sort of place we want to create for our children and grandchildren.

Our 2050

Community Vision is

“By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.

We value the wisdom of this land’s first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since.

We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets.

We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play.”

Our Community Vision includes the key themes of:

- Strong and Resilient Economy.
- Valuing the Natural and Built Environment.
- Healthy and Inclusive Community.
- Strong Leadership and Management.

The Plan cascades directly from the Community Vision – all of the initiatives found within this report pave the way for Council to achieve our Community Vision 2050.

The four-year Plan, developed by Council, guides the work of the organisation in making progress towards the community’s 30-year vision.

By detailing the outcomes Council aims to achieve during its four-year term, the strategies that will shape its program of work and the resources required; our community, staff, partner organisations and agencies have a shared understanding of Council’s desired outcomes.

The following page provides an infographic showing the integration between the Community Vision, Council Plan and Municipal Health and Wellbeing Plan and their cascading relationship.

How to read this document

This document contains the following three components: 30-year Community Vision, four-year Council Plan and Municipal Health and Wellbeing Plan. These important pieces of work have been combined into one document as they are linked and have a cascading relationship.



Where we are

LOCATED APPROXIMATELY 150 KILOMETRES SOUTH-WEST OF MELBOURNE, COLAC OTWAY SHIRE SITS UPON THE LAND OF ITS TRADITIONAL CUSTODIANS THE GULIDJAN AND GADUBANUD PEOPLES OF THE MAAR NATION.

A large rural and coastal shire with a population of 21,662, Colac Otway is within commuting distance from major regional cities of Geelong to the east, Warrnambool to the west and Ballarat to the north. The Colac Otway Shire Council was established in 1994 after amalgamations of the former City of Colac, Shire of Colac and the Shire of Otway. The geographic area also took in parts of the shires of Heytesbury and Winchelsea.

Colac Otway's landscape is made up of a unique and precious natural environment, from a rural idyll with fertile farmland and volcanic lakes and craters inland, to beautiful rainforest, National Park, waterfalls, beaches and rugged coastlines.

Much of the rural area is used for agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road.

The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. Its population of 13,000 is well serviced by high quality education, health, recreation, arts and social facilities. Colac, set on the shores of Lake Colac, is a vibrant city which boasts thriving national industries, diverse small businesses and a community with strong connections to each another.

Apollo Bay is our major tourism centre, along with the neighbouring hamlets of Marengo and Skenes Creek, showcasing beautiful beaches, fresh local seafood and the lure of the Great Ocean Road and its breathtaking scenic views, all drawing local, interstate and international visitors to our unique region. This coastal community on the Great Ocean Road is one-hour drive from Colac, with holiday homes and short-term rental properties making up almost 70% of its housing. Apollo Bay has a permanent population of about 2000 that swells to approximately 20,000 during the summer holiday months.

Colac Otway's townships include Alvie, Beeac, Birregurra, Carlisle River, Cororooke, Cressy, Forrest, Gellibrand, Swan Marsh, Beech Forest, Lavers Hill, Kennett River, Separation Creek and Wye River.



Colac Otway Shire At A Glance

Population
21,662



Where do we work?

Major employment sectors employ:

- 1,440** Manufacturing
- 1,341** Health Care & Social Assistance
- 1,284** Agricultural, Forestry & Fishing
- 936** Retail
- 876** Accommodation & Food Services



Who are we?

- 1.2%** Aboriginal or Torres Strait Islander
- 11.1%** Both parents born overseas
- 6%** Languages spoken at home other than English

2.9% Unemployment

Disadvantage

961 SEIFA Disadvantage Rating (Colac Otway Shire) - lowest 25th percentile in Victoria.
Parts of Colac in the lowest 9th percentile in the State.

How old are we?

Median age: **45** Largest age group: **60-64**

0-14 years 17.6%

65 years+ 21.7%



Who is the Council?

- 7** Councillors
- 238** EFT Council Staff

How do we live?



- 2.29** persons per dwelling
- 65.2%** live with family
- 31.6%** live alone
- 3.2%** live in shared accommodation
- 40.9%** own their house
- 32.2%** own their house (with mortgage)
- 22.8%** rent

Colac Otway Shire covers an area of

3,438km²

- 557kms sealed roads
- 1014kms gravel roads
- 48kms formed roads



Proportion of non-resident ratepayers in Colac Otway

29%

- 12%** Colac/Elliminyt
- 26%** Rural South
- 15%** Rural North
- 61%** Otways/Coast

Colac Otway Shire At A Glance

Lone person households over 65 years

Colac Otway: 13% Regional Victoria: 12%

The five areas with the highest percentages:

- Colac - Central (20.4%)
- Colac - East (14.9%)
- Colac - Elliminyt (14.7%)
- Great Ocean Road - Otways (12.7%)
- Colac - West (12.5%)

People not fluent in English

Colac Otway: 0.7% Regional Victoria: 1%

The five areas with the highest percentages:

- Colac - East (1.4%)
- Great Ocean Road - Otways (1.0%)
- Colac - Elliminyt (0.7%)
- Colac - Central (0.5%)
- Elliminyt (0.4%)

Couple families with dependent children

Colac Otway: 16.2% Regional Victoria: 17.4%

The five areas with the highest percentages:

- Elliminyt (25.4%)
- Rural North (19.9%)
- Rural South (17.9%)
- Colac - Elliminyt (16.4%)
- Colac - East (15.7%)

Low income households



Colac Otway: 24.9% Regional Victoria: 22.9%

The five areas with the highest percentages:

- Colac - Central (31.5%)
- Great Ocean Road - Otways (28.5%)
- Colac - East (25.6%)
- Colac - West (25.4%)
- Colac - Elliminyt (25.0%)



One-parent families

Colac Otway: 4.7% Regional Victoria: 5.3%

The five areas with the highest percentages:

- Colac - West (8.3%)
- Colac - Elliminyt (5.7%)
- Colac - Central (5.5%)
- Colac - East (4.8%)
- Elliminyt (4.0%)

Colac Otway Shire's SEIFA score is 961

The five areas of highest disadvantage

- Colac - Central (894.0)
- Colac - East (895.8)
- Colac - West (912.2)
- Colac - Elliminyt (931.3)
- Rural North (1000.9)

Proportion of people over 65

Colac Otway: 21.7% Regional Victoria: 20.4%

The five areas with the highest percentages:

- Colac - Central (27.8%)
- Great Ocean Road - Otways (24.6%)
- Colac - East (24.5%)
- Colac - Elliminyt (22.1%)
- Rural North (20.1%)



Colac Otway
SHIRE

Our

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The Engagement Process

THE COLAC OTWAY SHIRE COUNCIL IS COMMITTED TO INVOLVING OUR COMMUNITY IN DECISION-MAKING AND PRIORITY SETTING, IN LINE WITH OUR COMMUNITY ENGAGEMENT POLICY. TO THAT END, THE COUNCIL PLAN AND MUNICIPAL HEALTH AND WELLBEING PLAN WAS DEVELOPED FOLLOWING AN EXTENSIVE COMMUNITY ENGAGEMENT PROCESS.

As part of this process, community members were invited to contribute ideas focussed on the sort of place we want Colac Otway to be in 2050. This included asking people to reflect on what they are proud of; what makes our shire unique; what we could do better to create a positive future and improve life in 2050; and what people thought were three priorities that Council should include in a 2050 vision.

Council also asked our community to participate in a ranking exercise, where they identified the core Council services that were most important to them. Included in this ranking exercise was a question asked respondents to reflect on the 10 priorities outlined in the Victorian Health and Wellbeing Plan, and identify the three focus areas that they felt were most important for Council to improve the health and wellbeing of Colac Otway residents and ratepayers. We had an excellent response to our community engagement process, and we thank all of the people who gave us their time to ensure that our strategic planning reflects their local knowledge, experiences, views and aspirations.

Council engaged with local public and allied health partners and community services partners via an online survey and face-to-face discussions, to ensure we had a full understanding of the ways our services and priorities interact, and the areas we can collaborate on.

Following our broad community engagement process, a deliberative community engagement process took place involving a panel of 24 randomly-selected community members and property owners from across the shire. The panel's role was to distil the myriad of feedback we received, as well as assess the data we have gathered, into a cohesive guidance document for the Community Vision, Council Plan and Municipal Health and Wellbeing Plan.

It is essential for Council's strategic planning to be cognisant of and respond to local data, trends, research and Council/government policy. In particular, it is a requirement under the *Health and Wellbeing Act 2008* that the Council Plan and Municipal Health and Wellbeing Plan includes an examination of the health and wellbeing status and health determinants in the municipality. Annexed to this plan (Appendix 1) is a data table that brings together a broad range of social and health data that Council has used to inform its priority setting, to ensure our strategies have a strong evidence base.

February/March
Community Drop-In Sessions

February/March
Community Survey

February/March
Stakeholder Interviews

April
Collate Results from
Community Engagement

May
Community Panel Sessions

June
Draft 2021-2025
Council Plan

July - September
Revisions to Council Plan
and Exhibition Period

October
2021-2025 Council Plan
Adopted



Colac Otway
SHIRE



**REGIONAL
ROADSHOW**
12
Community
Locations

2
**ONLNE
COMMUNITY
SESSIONS**



**COMMUNITY
SURVEY**
600+
Responses

19+
**STAKEHOLDER
INTERVIEWS**
• Community
• Business
• Agencies



**YOUTH
SUMMIT**
49
Students

Council's role in health and wellbeing

WE WANT THE COLAC OTWAY SHIRE TO BE A PLACE WHERE PEOPLE HAVE HIGH STANDARDS OF HEALTH AND WELLBEING, COMMUNITY PARTICIPATION AND QUALITY OF LIFE. OUR DECISION TO INCORPORATE THE MUNICIPAL HEALTH AND WELLBEING PLAN INTO THE COUNCIL PLAN SIGNALS OUR COMMITMENT TO WORK IN A COORDINATED WAY TO SUPPORT, PROTECT AND IMPROVE THE HEALTH AND WELLBEING OF OUR COMMUNITY AND THE PLACES THEY LIVE, LEARN, WORK AND PLAY.

Councils play an important role in planning for health and wellbeing across their municipalities, and this is recognised in both the *Public Health and Wellbeing Act 2008* as well as more broadly in the *Local Government Act 2020*.

To inform our health and wellbeing planning, Colac Otway has:

- Considered the Victorian Health and Wellbeing Plan 2019-2023 priorities, and discussed these priorities with health partners and our community.
- Developed a table of data examining Colac Otway's health status and determinants (Appendix 1)
- Considered the *Climate Change Act 2017* and the *Gender Equality Act 2020* including requirements for Councils to report on the measures they propose to take to reduce family violence and respond to the needs of victims.
- Reviewed and reflected on our previous MHWBP and made a decision to integrate the plans for this current iteration.

- Engaged deeply with our staff, Councillors, community and key community and health partners and used this feedback to shape our approach.

The conditions in which we are born, grow, work, live and age; as well as the wider set of social, cultural and economic forces and systems, shape the conditions of daily life and have significant consequences on our health and wellbeing (Commission on Social Determinants of Health 2008). Major contributors to health and wellbeing include having a fair and equal society; a healthy start to life (the first 1000 days); a strong education system; positive employment; healthy liveable communities; secure, affordable housing; and effective health protection. Local Government, as the arm of government closest to the people, has a key role to play in creating local conditions that support a thriving community.

Community and health data

AN EXAMINATION OF COLAC OTWAY'S HEALTH AND WELLBEING INDICATORS SHOWS THAT WHILE WE HAVE PLENTY TO BE PROUD OF, NOTABLY INCLUDING A SENSE OF COMMUNITY CONNECTEDNESS AND INVOLVEMENT THAT ECLIPSES VICTORIAN AVERAGES, WE FACE A RANGE OF CHALLENGES ACROSS MANY KEY HEALTH SECTORS AND INDICATORS.

It's important to recognise that health status varies markedly across our community, and that socio-economic disadvantage is *the* greatest cause of health inequalities.

The Socio-Economic Indexes for Areas (SEIFA) measures the relative level of socio-economic disadvantage of our community. Colac Otway's SEIFA score is 961, putting our shire in the lowest 25th percentile in Victoria. Our levels of disadvantage are most pronounced in Colac, where SEIFA scores drop as low as 894, putting some areas of Colac in the lowest 9th percentile in the state.

Our challenges include, but are not limited to, low levels of educational attainment and high levels of youth disengagement; high rates of chronic conditions such, as asthma and obesity; high rates of suicide and self-inflicted injuries; high rates of family violence; and high incidences of poor dental health in children.

That said, we are a community that is proud of our level of connectedness. We report high rates of helping others, volunteering and feelings of safety, trust and belonging. We also have high rates of childhood immunisation and kindergarten participation, which are strengths we can build on.

Emerging challenges for Colac Otway include housing availability and affordability, and this plan contains a range of actions to address housing issues, which are significant contributors to health and wellbeing inequalities. The COVID-19 pandemic has widened health and social inequalities in our shire and increased social isolation. In response, this Plan has a strong focus on Council's provision of places, spaces, programs and approaches that increase opportunities for people to be active and included in community life.

The next section provides a snapshot of social and health data that plays a key role in our community's health and wellbeing. A comprehensive assessment of local health and wellbeing indicators can be found in Appendix 1 of this plan.

What we're doing well



Children fully immunised at 24-27 months

Colac Otway: 93.5%
Victoria: 90.5%



Children fully immunised at school entry (5yrs)

Colac Otway: 97.5%
Victoria: 95.5%



Children fully breastfed at three months

Colac Otway: 56.8%
Victoria: 51.8%



Kindergarten participation rate

Colac Otway: 99.6%
Victoria: 96.4%

Percentage of people who volunteer

Colac Otway: 25.7%
Victoria: 19.2%

Percentage of people who say our community is willing to help each other

Colac Otway: 84.4%
Victoria: 74.1%

Residents who feel valued by society

Colac Otway: 57.3%
Victoria: 52.9%



Percentage of people who feel safe alone at night

Colac Otway: 65.5%
Victoria: 55.1%



Participation in a physical activity organised by a sports club or association

Colac Otway: 15.6%
Victoria: 9.8%



Workers who walked to work

Colac Otway: 5.7%
Victoria: 3.2%

Unemployment rate (Sept 2020)

Colac Otway: 2.9%
Victoria: 5.9%

Percentage of people who do physical activity four or more days per week

Colac Otway: 51.2%
Victoria: 41.3%

Community rating as good or very good for community support groups

Colac Otway: 76.8%
Victoria: 61.3%

Health and wellbeing

Challenges



Proportion of children vulnerable in one or more domains

Colac Otway: 23.3%

Victoria: 19.9%



Disengaged youth (15-24yrs) not employed or in education

Colac Otway: 15.9%

Victoria: 11.9%



20-24 year olds studying at university or other tertiary institution

Colac Otway: 8.4%

Victoria: 35.6%



20-24yr olds who left school before completing year 11

Colac Otway: 23.3%

Victoria: 10.3%

Percentage of people who did not complete year 12

Colac Otway: 63.9%

Victoria: 43.7%

Low income households (less than \$650 p/w *2015)

Colac Otway: 24.0%

Victoria: 18.3%

People with internet access

Colac Otway: 73.8%

Victoria: 83.7%



People who consumed sugar sweetened drinks daily

Colac Otway: 17.1%

Victoria: 10.1%



People reporting high to very high psychological distress

Colac Otway: 20.3%

Victoria: 15.4%



Asthma sufferers

Colac Otway: 26.4%

Victoria: 20.0%



Obesity rates

Colac Otway: 28.4%

Victoria: 19.3%

Family violence rate per 10,000 (females)

Colac Otway: 143.5

Victoria: 115.6

Suicide and self-inflicted injuries per 100,000 people

Colac Otway: 101

Victoria: 82

Family violence rate per 10,000 (males)

Colac Otway: 48.6

Victoria: 38.1

Households experiencing rental stress

(spending more than 30% of income on rent):

537

***If you know anyone who is at risk of family violence, for help and support contact Safe Steps 24/7 crisis service on 1800 015 188 or email safesteps@safesteps.org.au**

Health and Wellbeing Priorities

THE VICTORIAN HEALTH AND WELLBEING PLAN 2019-2023 IDENTIFIES 10 PRIORITIES FOR PUBLIC HEALTH AND WELLBEING. THOSE MARKED WITH AN ASTERISK WERE IDENTIFIED AS VICTORIA'S FOUR KEY FOCUS AREAS.

- Tackling climate change and its impact on health*.
- Reducing injury.
- Preventing all forms of violence.
- Increasing healthy eating*.
- Decreasing the risk of drug resistant infections in the community.
- Increasing active living*.
- Improving mental wellbeing.
- Improving sexual and reproductive health.
- Reducing tobacco-related harm*.
- Reducing harmful alcohol and drug use.

In a community survey filled out by more than 600 Colac Otway Shire residents, Council asked which areas people thought were most important for us to focus on. Four clear priorities emerged:

- **Improving mental health wellbeing**
- **Preventing all forms of violence**
- **Tackling climate change and its impact on health**
- **Increasing active living**

The degree to which our community's identified priorities align with some of our most significant health and wellbeing challenges is a testament to how well local people understand and care about the community in which they live.

The *Public Health and Wellbeing Act 2008* requires the Council Plan and MHWBP to respond to our community's significant health and wellbeing issues, as well as involve the community in priority setting. Colac Otway's health and wellbeing challenges, mainly due to our low socio-economic demographic, lag behind Victorian and regional Victorian averages in almost every domain. It is not possible for the Colac Otway Shire Council to work on closing

the gap on all indicators. As such, Council has chosen to focus on our community's identified priorities, which align with our local health and wellbeing status challenges, as well as to Council's core strengths and capabilities as an organisation.

Improving health and wellbeing is a whole-of-community task. For those areas that Council cannot deliver within its resources, Council will connect with partners contribute to improved health and wellbeing outcomes including the State Government; as per following State Government; the Department of Families, Fairness and Housing; the Primary Health Network; Colac Area Health; Great Ocean Road Health; G21; Heese Rural Health and Barwon Health.

Given the low levels of educational engagement and attainment in Colac Otway, and the interplay this has with health and wellbeing determinants, local schools and education networks are also vital partners.

The *Victorian Public Health and Wellbeing Act 2008* also outlines a requirement for Victorian councils to respond to other focus areas for community and health and wellbeing, which are also addressed in this plan:

- Family violence prevention and response
- Requirements of the *Gender Equality Act 2020*
- Requirements of the *Climate Change Act 2017*

Key deliverables outlined in this plan are strategic and high level. An annual action plan will be developed outlining specific actions that we will take in partnership with other agencies to achieve our identified health and wellbeing priorities. The annual action plan will be reported against, via Council's annual report.

How health and wellbeing is integrated into this Plan

THROUGHOUT THIS PLAN, COUNCIL OBJECTIVES AND STRATEGIES THAT CONTRIBUTE TO THE ACHIEVEMENT OF PRIORITY HEALTH AND WELLBEING AREAS WILL BE MARKED WITH A CORRESPONDING INFOGRAPHIC, AS OUTLINED OVERLEAF.

Infographics have also been provided for gender equity to demonstrate Council's commitment to its obligations under the *Gender Equality Act 2020*, as well as for the recommendations that emerged from our deliberative community panel process.

PREVENTING ALL FORMS OF VIOLENCE

Family violence has a profound impact on health and wellbeing (*Victorian Public Health and Wellbeing Plan 2019-2023*). Family violence rates in the Colac Otway Shire are significantly above Victorian averages. Per 100,000 persons, Colac Otway's family violence rate is 1,746, compared to 1,315 in Victoria. Across Victoria including Colac Otway, females are disproportionately affected. At its core, family violence and violence against women is rooted in the inequality between women and men (*Victorian Public Health and Wellbeing Plan 2019-2023*). The social norms, structures and practices that influence individual attitudes and behaviours are also contributors. Council is committed to embedding actions that support respectful, safe and equitable relationships within our organisation, and in the planning and work that we do in our community. In addition, we strive to provide safe, equitable and welcoming places, spaces, programs and services.

TACKLING CLIMATE CHANGE AND ITS IMPACTS ON HEALTH

As part of community engagement for the development of the Council Plan and MHWBP, our community identified climate action as one of its most important priorities. Survey respondents told Council

that they wanted proactive action to support more sustainable ways of living and operating business (including local government business), as well as more measures to protect people, infrastructure and the environment against the impacts of climate change. The Colac Otway Shire has one of the most fire prone landscapes in the world, and our coastal areas are at risk from sea level rise and coastal inundation. As one of Victoria's leading agricultural areas, reliable rainfall and weather patterns are vital to this sector's economic stability. In the past decade, our community has experienced firsthand the impacts that fire, flood, landslips, drought and a pandemic can have on physical and mental health and wellbeing; as well as our natural environment and built infrastructure. Amidst projections for more frequent and severe events such as bushfires, floods, heatwaves and outbreaks of disease, our Council is committed to taking action that contributes to global reductions in greenhouse gas emissions, as well as builds our community's resilience and ability to face climate-related challenges.

INCREASING ACTIVE LIVING

People with poor physical health are more likely to develop chronic health conditions as well as suffer poorer mental health. Leading an active lifestyle improves our health and wellbeing as well as provides opportunities for increased social connection.

While Colac Otway has high participation rates in organised sport, we still lag behind Victorian averages for adults who meet physical activity guidelines.

In addition, Colac Otway's obesity rate is 9.1 per cent higher than the Victorian average. Our community sent a clear message through our engagement that it wants Council to continue focussing on increasing active living through actions such as the provision of walking and cycling paths, public open space, and supporting the recovery of our sporting clubs post pandemic. People's appreciation for quality and connected open spaces became particularly evident during the pandemic, when these spaces became focal points for recreation, exercise and social activity (when it was safe to do so), outside the home. Council is committed to continually improving its neighbourhood and precinct planning to support active living, as well as working with sporting and community groups to provide enhanced opportunities for people to get involved in active and passive recreation. It is acknowledged that active living is inextricably linked with healthy eating in terms of achieving improvements in many health indicators. Over the past four years, Council has worked with local partners to encourage healthier eating and increased physical activity, and is committed to continuing this work with partners such as Colac Area Health and Great Ocean Road Health. Further, Council is an active participant and contributor to G21's HEAL (Healthy Eating Active Living) program.

IMPROVING MENTAL HEALTH AND WELLBEING

At the last census, Colac Otway's rates of suicide, self-inflicted injuries, anxiety, depression and reports of high or very high psychological distress were considerably above state averages. Whilst updated localised data is not yet available since the COVID-19 pandemic began, anecdotally we know that the pandemic has been a traumatic event for many and that it has increased feelings of depression, anxiety, isolation and loneliness. Improving our community's mental health and wellbeing is a complex space which, involves partnerships with government, primary and allied health providers and the wider community. Council can make meaningful contributions to improving our community's mental wellbeing through initiatives that increase active living, for example, it has been found that as little as 60 minutes of

physical activity per week can prevent up to 17 per cent of incidences of depression (Schuch 2018). Providing opportunities for community connectedness, feelings of safety in community spaces or opportunities to connect with the environment are other examples where local government can contribute positively to our community's mental wellbeing.

GENDER EQUITY

Council supports the Victorian Government's vision for all Victorians to live in safe and equal society; have equal access to power, resources and opportunities; and be treated with dignity, respect and fairness.

In line with our legislated responsibilities under the *Gender Equality Act 2020*, Council is committed to undertaking a gender impact assessment when developing or reviewing policies, programs and services that have direct and significant impacts on our community. Practical examples of this include our work to provide gender-neutral sports facilities or to expand our Family Day Care program to enable more women to remain in, or re-enter, the workforce.

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PREVENTING ALL FORMS OF VIOLENCE
- 
TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH
- 
INCREASING ACTIVE LIVING
- 
IMPROVING MENTAL HEALTH & WELLBEING
- 
GENDER EQUITY
- 
PANEL RECOMMENDATION



THEME 1

Strong and Resilient Economy

We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.

We will:

- Attract long-term investment in our region.
- Make the shire a destination, not a gateway.
- Promote sustainable tourism.
- Embrace innovation in business, farming and eco-tourism.
- Ensure housing affordability, availability and land options meet the needs of our growing community.



PREVENTING ALL FORMS OF VIOLENCE



IMPROVING MENTAL HEALTH & WELLBEING



TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH



GENDER EQUITY



INCREASING ACTIVE LIVING



PANEL RECOMMENDATION

THEME 1

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
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 	Deliver
	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 	Deliver
	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 	Lead Partner
	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 	Lead Partner
	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 	Advocate Partner
	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 	Advocate Partner
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 Number of commercial and industrial lots approved by planning permits 	Deliver
	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 	Partner
	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 	Deliver
	1.2.4 Develop the Apollo Bay Harbour precinct for community activity, commerce and tourism ● ●	<ul style="list-style-type: none"> Double berthings for recreational and commercial boats (currently 33 combined) Funding secured from private sector or government for commercial development of the harbour waterfront 	Advocate
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 project, Memorial Square Masterplan, Tourism Traffic & Parking Study. ● ● ●	<ul style="list-style-type: none"> Number of projects that have attracted funding \$ funding received 	Advocate Partner
	1.3.2 Deliver improvements to Colac and Apollo Bay CBDs 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 	Advocate Partner Deliver
	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) 	Advocate

	1.3.4 Advocate for implementation of the Forrest Wastewater Scheme	<ul style="list-style-type: none"> Funding secured to deliver Wastewater Scheme in Forrest 	Advocate
	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. 	Lead
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 	Lead
	1.4.2 Maximise our key tourist attractions	<ul style="list-style-type: none"> Increased total visitor bed numbers 	Lead Partner
	1.4.3 Work with our business community to promote our towns as places to stop, visit and explore	<ul style="list-style-type: none"> Delivery of Destination Action Plans In partnership with GORA, achieve Ecotourism Certification 	Lead Partner
	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 	Advocate Partner
Grow the Colac Otway Shire's permanent population by at least 1.5%	1.4.5 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 Reduce seasonality impacts on businesses by having stable permanent population 	Lead Partner Advocate

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Colac 2050 Growth Plan
- Colac Commercial and Industrial Land Use Strategy
- Apollo Bay Structure Plan, Birregurra and Forrest Structure Plans
- Apollo Bay Settlement Boundary & Urban Design Review
- Wye River, Separation Creek and Kennett River Structure Plan
- Rural Living Strategy
- Rural Land Strategy
- Apollo Bay, Skenes Creek & Marengo Community Infrastructure Plan
- Active Transport Strategy
- Public Open Space Strategy
- Great Ocean Road Authority Strategic Framework Plan
- Apollo Bay, Marengo & Skenes Creek Neighbourhood Character Study
- Colac Otway Shire Social Housing Plan
- Barwon South-West Key and Essential Worker Housing Action Plan (stage 2)
- Economic Development Strategy 2019-2024
- Apollo Bay Harbour Development Plan
- Lake Colac Foreshore Masterplan
- Colac CBD & Entrances Plan
- Forrest Wastewater Investigation
- Integrated Water Management Plan
- Destination Action Plans
- City Reserves Masterplan and masterplans for other individual reserves
- Forrest Community Plan
- Colac West Development Plan
- Draft Public Toilet Strategy
- Tourism Traffic & Parking Strategy
- Apollo Bay Trails Feasibility Study
- Creative Colac Otway - Arts and Culture Strategy



THEME 2

Valuing The Natural and Built Environment

We will protect our natural environment and communities, by maintaining and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

We will:

- Minimise impact on the environment and consider sustainability in all decision-making.
- Work towards net zero carbon emissions, set clean energy targets and plan for climate change.
- Protect and enhance our unique natural assets.
- Balance care for our natural assets with embracing growth and development for our region.
- Improve mental and physical health outcomes through environmental initiatives, such as urban greening and cooling strategies.
- Focus investment on maintenance and provision of climate change resilient infrastructure in vulnerable locations.



PREVENTING ALL FORMS OF VIOLENCE



IMPROVING MENTAL HEALTH & WELLBEING



TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH



GENDER EQUITY



INCREASING ACTIVE LIVING



PANEL RECOMMENDATION

THEME 2

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
We mitigate impacts to people and property arising from climate change	2.1.1 Deliver our Climate Change Action Plan in partnership with other organisations ●●●	<ul style="list-style-type: none"> Action Plan completed by June 2022 	Deliver
	2.1.2 Green our streets and public places ●●●●	<ul style="list-style-type: none"> # of trees planted in public spaces (open space and streetscape) Development of an urban cooling strategy and canopy target as part of the reviewed environment strategy Review the quality of street trees and streetscapes when planting appropriate trees in the future 	Deliver
	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 	Lead Partner Deliver
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 reduction projects Community satisfaction with environmental sustainability increases annually from current result of 61% 	Lead Partner Deliver
	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] 	Lead Partner Deliver
	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 	Lead Partner Advocate
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 	Deliver
	2.3.2 Protect native vegetation, ecosystems, flora and fauna ●	<ul style="list-style-type: none"> # community activities and education initiatives that promote stewardship of the natural environment 	Partner Deliver
	2.3.3 Undertake pest plant and animal management control programs on Council land 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 	Partner Deliver
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 component) Waste management charges 	Lead Deliver
	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 	Lead Deliver
	2.4.3 Reduce the % 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 	Lead Deliver

	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 	Lead Deliver
	2.4.5 Trial a hard waste collection service	<ul style="list-style-type: none"> Trial conducted, evaluated and recommendations made to Council 	Lead Deliver
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% 	Lead
	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 	Lead Deliver Partner
	2.5.3 Council meets annual infrastructure renewal gap	<ul style="list-style-type: none"> Asset Management Plans (AMP) completed Capital funding allocated annually in accordance with levels identified in AMPs 	Lead Deliver
	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 	Deliver

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Environment Strategy
- Asset Management Plan
- Tourism, Traffic and Parking Strategy 2019
- Colac Stormwater Strategy 2019
- Integrated Water Management Plan
- Apollo Bay Drainage Strategy
- Colac Flood Study
- Birregurra Flood & Drainage Study
- Road Management Plan 2021
- Colac Otway Shire Council Climate Change Adaptation Plan 2017-2027
- Skenes Creek, Kennett River, Wye River & Separation Creek Neighbourhood Character Study 2003
- Apollo Bay and Marengo Neighbourhood Character Study 2005
- Birregurra Neighbourhood Character Study 2012



THEME 3

Healthy and Inclusive Community

We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.

We will:

- Support and advocate for a range of education and work opportunities for young people to reach their potential.
- Improve health, wellbeing and learning opportunities for all ages.
- Support equal and fair access to services.
- Build a culture that is safe and inclusive.
- Create a range of transport and housing options to help people to work, connect and choose how they want to live.



PREVENTING ALL FORMS OF VIOLENCE



IMPROVING MENTAL HEALTH & WELLBEING



TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH



GENDER EQUITY



INCREASING ACTIVE LIVING



PANEL RECOMMENDATION

THEME 3

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
<p>All people have the opportunity to achieve and thrive in our shire</p>	<p>3.1.1 Advocate for access to and provision of education, employment and lifelong learning opportunities</p> 	<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) 	<p>Advocate Partner</p>
	<p>3.1.2 Create environments where children can be happy, healthy, supported, educated and safe</p> 	<ul style="list-style-type: none"> Funding for early years infrastructure secured (\$) Increased childcare options/availability Partner with agencies to decrease 23.3% children developmentally vulnerable in more than one domain Increase in 3 and 4-year-old kindergarten participation rates 	<p>Lead Deliver Partner</p>
	<p>3.1.3 Provide services to enable lifelong health and wellbeing from the early to senior years</p> 	<ul style="list-style-type: none"> Community satisfaction for Family Support Services increases annually from current result of 66% Community satisfaction for Elderly Support Services increases annually from current result of 68% Participation rates in Maternal and Child Health checks 	<p>Deliver Partner</p>
<p>People are active and socially connected through engaging quality spaces and places</p>	<p>3.2.1 Provide safe, inclusive, accessible and integrated transport networks that support active transport</p> 	<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 	<p>Deliver Partner</p>
	<p>3.2.2 Plan for and supply quality public open space to meet community needs</p> 	<ul style="list-style-type: none"> Council-managed open space provision aligns with standards for development outlined in Public Open Space Strategy. 	<p>Lead Deliver Partner</p>
	<p>3.2.3 Provide fit for purpose, accessible and well-utilised recreation, arts and community facilities and services</p> 	<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 	<p>Lead Deliver Partner Advocate</p>
	<p>3.2.4 Plan, design and maintain attractive and safe public spaces in partnership with our community and key agencies</p> 	<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% 	<p>Deliver Partner</p>
	<p>3.2.5 Increase participation in physical activity throughout the shire through direct service provision and partnerships with health services and the wider community</p> 	<ul style="list-style-type: none"> Increased visitation and memberships at Bluewater Leisure Centre and Apollo Bay Aquatic Centre Level of community grants funding directed to projects that encourage physical activity. 	<p>Deliver Partner</p>
	<p>3.2.6 Promote and demonstrate gender equity</p> 	<ul style="list-style-type: none"> Gender Equity Plan for Council adopted and implemented New and upgraded community facilities accommodate gender neutral design principles Community facility fees and charges structures encourage facility users to embrace gender equity 	<p>Lead Deliver Partner Advocate</p>

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 relevant 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%) 	Advocate
	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 to encourage facility users to embrace healthy eating, and reduced tobacco, alcohol and other drug use. Increased partnerships and advocacy with relevant organisations 	Advocate Partner
	3.3.3 Diversity is embraced 	<ul style="list-style-type: none"> Contribute to greater than 45% of residents supporting multiculturalism as measured by Department of Health data Contribute to greater than 57% of residents feeling 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 	Partner Deliver
	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 	Lead Deliver Partner Advocate
	3.3.5 Provide community safety services that enhance the liveability of our shire 	<ul style="list-style-type: none"> Community satisfaction for enforcement of local laws increases annually from current result of 64% Local Law reviewed by 2023 	Lead Deliver
	3.3.6 Support health, enforcement and other services to deliver initiatives to reduce all forms of violence 	<ul style="list-style-type: none"> Decrease family violence incident rates 	Partner
	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 	Partner Lead

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Economic Development Strategy
- Beyond the Bell programs
- SWLLEN programs
- Early Years Plan
- Active Transport Strategy
- City Reserves Masterplan (in development) covering Central Reserve, Eastern Reserve, Lake Oval and Western Reserve
- Elliminyt Recreation Reserve Masterplan
- Irrewillipe Recreation Reserve Masterplan
- Pirron Yallock and Swan Marsh Reserves Masterplan
- Apollo Bay Recreation Reserve Masterplan (draft)
- Public Open Space Strategy
- G21 Regional Strategies
 - AFL Barwon
 - Physical Activity
 - Cricket
 - Football (Soccer)
 - G21 Hockey
 - Tennis
- Playspace Strategy
- Birregurra Recreation Reserve Masterplan
- Building Asset Maintenance Plan
- Full House Audience Development Plan COPACC
- Community Engagement Policy
- Council Gender Equity Plan
- Apollo Bay Community Infrastructure Plan
- Creative Colac Otway - Arts and Culture Strategy



THEME 4

Strong Leadership and Management

We will be leaders in good governance, transparency and strive for ongoing improvement.

We will:

- Involve the community in our decision-making and ensure an impartial, responsive and transparent approach.
- Ensure the safety and connectivity of our community is at the heart of decision-making.
- Manage infrastructure assets for our community's enjoyment.
- Advocate for funding to leverage our resources and increase our options.
- Optimise the use of technology and digital solutions to create a seamless customer experience.
- Respect and invest in our employees and continue to strengthen our workplace culture.



PREVENTING ALL FORMS OF VIOLENCE



IMPROVING MENTAL HEALTH & WELLBEING



TACKLING CLIMATE CHANGE & ITS IMPACT ON HEALTH



GENDER EQUITY



INCREASING ACTIVE LIVING



PANEL RECOMMENDATION

THEME 4

OBJECTIVES (Desired outcome)	FOUR-YEAR PRIORITIES (How we will achieve our objective)	INDICATORS (How we measure success)	COUNCIL'S ROLE
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 Council's overall performance increases annually from current result of 58% 	Lead
	4.1.2 Digital transformation to improve customer experience and interactions with community	<ul style="list-style-type: none"> # of services that can be accessed by customers online 	Lead
	4.1.3 Building and Planning services are customer and solution focused ●	<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 VicSmart applications determined in 60 days 	Lead
	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. 	Lead
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 	Lead
	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 	Lead
	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 	Lead
	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) 	Lead
	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 	Lead
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. 	Lead
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 	Lead
	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 	Lead
	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 # of secondments within the organisation # of internal promotions # of hours of training # of traineeships/apprenticeships Development of a Workforce Plan 	Lead
	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 	Lead
	4.4.5 Council decisions are open and transparent and the public has access to relevant Council information	<ul style="list-style-type: none"> # 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 	Lead

The achievement of these indicators may be affected by ongoing challenges presented by the COVID pandemic.

Related Strategies and Plans that support this theme

- Annual and Four-Year Budget
- Long-Term Financial Plan
- Revenue and Rating Plan
- Risk Management Framework and Strategy
- Business Continuity Plans
- Customer Service Policy / Charter / Strategy
- Customer Satisfaction Survey
- ICT Strategy
- Information Management Strategy 2020-2023
- People and Culture Strategy
- OHS Strategy
- Workforce Plan
- Gender Equity Plan
- Flexible Working Options
- Community Engagement Policy and Framework
- Forrest Community Plan



A photograph of a forest scene. The central focus is a tree trunk covered in vibrant green moss. To the left, another tree trunk is partially visible, also with some moss. The background is filled with various green plants, including ferns and small shrubs, creating a lush, natural setting. The lighting is soft, suggesting a shaded forest environment. An orange banner is overlaid on the left side of the image, containing the word 'Appendices' in white text.

Appendices

Health and wellbeing indicators

Comparison key

- Performing 5 - 10% better than Victorian average
- Performing 0 - 5% better than Victorian average
- Performing 0 - 5% worse than Victorian average
- Performing 5 - 10% worse than Victorian average
- Outside of +/- 10% range but not identified as better or worse
- Victorian Outcomes Frameworks Indicators
- Incomplete data set



Comparison key

1. Performing 5 - 10% better than Victorian average

2. Performing 0 - 5% better than Victorian average

3. Performing 0 - 5% worse than Victorian average

4. Performing 5 - 10% worse than Victorian average

4. Outside of +/- 10% range but not identified as better or worse

6. Victorian Outcomes Frameworks Indicators

7. Data

	Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
			Number or rate	%				
Population Overview								
Shire population numbers and growth rates								
1	Total Population (Estimated Resident Population) 2019		21,564			6,460,675	2019	1
2	Total Population (Estimated Resident Population) 2026		21,892			8,114,286	2019	17
3	Total Population (Estimated Resident Population) 2036		22,330			8,722,766	2019	17
4	Median Age of population		45			37	2016	4
5	0 to 4 years 2016 Census	-0.7%	1,166	5.6%		6.3%	2016	4
6	5-14 years 2016 Census	0.0%	2,529	12.0%		12.0%	2016	4
7	15-24 years 2016 Census	-2.1%	2,272	10.9%		13.0%	2016	4
8	25-64 years 2016 Census	-3.4%	10,442	49.8%		53.2%	2016	4
9	65 years and over 2016 Census	6.2%	4,552	21.8%		15.6%	2016	4
10	Average household size	-0.4	2.6			3	2016	4
11	Couples with children	-7.5%	2,042	38.8%		46.3%	2016	4
12	Couples without children	7.3%	2,310	43.8%		36.5%	2016	4
13	One parent family	0.5%	830	15.8%		15.3%	2016	4
14	Lone person households	6.9%	2,530	31.6%		24.7%	2016	4
15	Aboriginal people and Torres Strait Islander people	0.4%	251	1.2%		0.8%	2016	4
16	Opposite Sex Couples	0.4%	8,484	99.4%		99.0%	2016	19
17	Same Sex Couples	-0.4%	48	0.6%		1.0%	2016	19
18	People born overseas	-19.8%		7.9%	65	27.7%	2015	8
19	People who speak a language other than English at home	-21.0%		3.2%	57	24.2%	2015	8
20	Life expectancy males	-2.0	78.3		54	80.3	2014	8
21	Life expectancy females	-0.7	83.7		46	84.4	2014	8
Community Capacity								
Children								
22	Birth Rate	-0.7%		23.2%		23.9%	2017	2
23	Birth Rates per 1,000 20 - 24 yr olds		37	67		30	2018	19
24	Birth Rates per 1,000 35 - 39 yr olds		-17	58		75		19
25	Total Fertility Rate (lifetime)	0.3%		2.2%		1.9%	2017	2
26	Babies with low birth weight	-1.3%		5.3%	66	6.6%	2015	8
27	Maternal and Child Health Assessments- Percentage of all Children attending 3.5 year	-3.1%		63.0%	58	66.1%	2015	8
28	Children fully immunised at at 24>27 months	3.0%		93.5%	25	90.5%	2015	8
29	Children Fully immunised at school entry (5 years)	2.0%		97.5%		95.5%	2018	9
30	Breastfeeding - children fully breastfed at 3 months	5.0%		56.8%	27	51.8%	2015	8
31	Need for assistance due to Core Tasks due to Disability 0-9 years	0.6%		4.9%		4.3%	2016	3
32	Australian early development census (AEDC) proportion of children vulnerable on 1 or more domains	3.4%		23.3%		19.9%	2018	16
33	Australian early development census (AEDC) proportion of children vulnerable on 2 or more domains	0.2%		10.3%		10.1%	2018	16
34	Kindergarten Participation Rate	3.2%		99.6%		96.4%	2018	16
Young People								
35	Youth unemployment rate (15-24)	7.1%	120	8.1%		15.2%	2016	3
36	Disengaged youth (aged 15-24 not employed or in education) %	4.0%		15.9%		11.9%	2016	3
37	20-24 yr olds studying at University or other tertiary institution	-27.2%		8.4%		35.6%	2016	10
38	20-24 year olds who left school before completing year 11	12.9%		23.2%		10.30%	2016	10
39	Teenage Birth, Aggregate 2-year rate (per 1,000)	0.68	11.28			10.6	2017	2
40	Need for assistance with Core Tasks due to Disability 10-19 years	0.5%		3.4%		2.9%	2016	3
Older People								
41	Percentage of people 75 and over who live alone	5.7%		41.6%	12	35.9%	2015	8
42	*Proportion female	2.5%		76.4%	9	73.9%	2015	8
43	*Proportion male	-2.5%		23.6%	71	26.1%	2015	8
44	Age pension recipients as percentage of persons aged 65+	4.7%		65.3%		60.6%	2018	10
45	People aged over 65 years with severe and profound disability living in the community	-3.8%		9.9%	74	13.7%	2015	8
Disability								
46	Persons who have need for assistance with core activities (%)	1.3%		6.4%		5.1%	2016	3
47	People who are unpaid aged and disability carers (%)	0.8%		12.4%		11.6%	2016	3
48	People receiving disability services support per 1,000 population	0	8.9		34	8.9	2015	8

	Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
			Number or rate	%				
49	Number of people with a profound and severe disability	1.4%	1333	6.9%	20	5.5%	2016	10
50	Disability support pension recipients per 1,000 eligible population	35	86.3		20	51.3	2015	8
Community connectedness/involvement								
51	Perceptions of neighbourhood - people are willing to help each other	10.3%		84.4%		74.1%	2015	6
52	Community rating as good or very good for community support groups	15.5%		76.8%		61.3%	2016	21
53	Residents considered to have an interest in local/ community issues	32.8%		94.1%		61.3%	2016	21
54	Residents feeling valued by society	4.4%		57.3%		52.9%	2016	21
55	Perceptions of neighbourhood - this is a close-knit neighbourhood	15.8%		76.8%		61.0%	2015	6
56	Perceptions of neighbourhood - people can be trusted	10.1%		82.0%		71.9%	2015	6
57	Voluntary work for an organisation or group	6.5%		25.7%		19.2%	2016	4
58	% Adults who feel safe walking alone during the day	5.1%		97.6%		92.5%	2015	6
59	Perceptions of safety - walking alone after dark	10.4%		65.5%		55.1%	2015	6
60	People who believe multiculturalism makes life better %	-5.5%		45.5%	36	51.0%	2015	8
Transport								
61	Workers who rode a bike to work	-0.3%		1.3%		1.6%	2016	10
62	Workers who walked to work	2.5%		5.7%		3.2%	2016	4
63	Percentage of population residing near public transport	-32.7%		41.2%	0	73.9%	2015	8
64	People who travelled to work on public transport	-11.7%		0.7%		12.40%	2016	3
65	Percentage of population travelling to work by car as driver or passenger	2.2%		70.5%		68.3%	2016	4
66	Households with 3 cars or more	3.2%		20.9%		17.7%	2016	4
67	Proportion of households with no motor vehicle	-2.7%		5.2%		7.9%	2016	4
68	People who live within 400m of a public transport network	-32.7%		41.2%		73.9%	2016	21
Socio Economic Factors								
Education								
69	Percentage of persons who did not complete yr 12	20.2%		63.9%	21	43.7%	2015	8
70	Percentage of persons who completed yr 12 or equivalent (15yrs and over)	-19.5%		39.9%		59.4%	2016	21
71	Percentage of people who completed a higher education qualification (degree or more)	-12.7%		11.6%		24.3%	2016	3
72	Percentage of people who completed post school qualifications	-8.3%		42.2%		50.5%	2016	21
73	Year 9 students attaining national minimum literacy standards (%)	-1.5%		90.5%	48	92%	2015	8
74	Year 9 students attaining national minimum numeracy standards (%)	0.7%		96.3%	34	95.6%	2015	8
75	Female, Education % Attained Year 12 or equivalent	-7.0%		33.4%		40.4%	2016	2
76	Male, Education % Attained Year 12 or equivalent	-9.9%		25.3%		35.2%	2016	2
77	Percentage of students attending public schools	-5.3%		56.3%	68	61.6%	2015	8
Employment								
78	Number of jobs (Full time and part time)		17211.0				2017	4
79	People employed full time	-4.1%	5263	52.9%		57%	2016	3
80	People employed part time	5.1%	3629	36.5%		31.4%	2016	3
81	Unemployment rate (Sept 2020)	-3.0%	341	2.9%		5.9%	2020	3
82	Labour Force Participation Rate	-2.4%		62.1%		64.5%	2016	21
83	Employed residents who worked within the shire		8263	87.0%			2016	3
84	Residents working outside the shire		901	9.5%			2016	3
85	No fixed place of work		336	3.5%			2016	3
86	Long commute greater than 2 hours a day	10.6%		1.0%		11.6%	2015	8 & 3
87	Residents working from home					4.6%	2016	4
88	Employed as Labourers	9.3%		18.3%		9.0%	2016	21
89	Employed as Managers	3.6%		17.1%		13.5%	2016	21
90	Employed as Technicians and Trade Workers	0.6%		13.7%		13.1%	2016	21
91	Employed as Professionals	-11.0%		12.3%		23.3%	2016	21
92	Employed as Machinery Operators and Drivers	1.5%		7.3%		5.8%	2016	21
93	Employed as Clerical & Administrative Workers	-4.2%		9.1%		13.3%	2016	21
94	Employed as Sales Workers	-1.1%		8.6%		9.7%	2016	21
95	Employed as Community & Personal Service Workers	1.2%		11.8%		10.6%	2016	21
96	Female, % Unemployed	-2.0%		3.7%		5.7%	2016	2
97	Male, % Unemployed	-1.6%		4.3%		5.9%	2016	2
98	Female, % Part time employed	5.1%		52.3%		47.2%	2016	2
99	Male, % Part time employed	2.7%		22.7%		20.0%	2016	2
100	Female, % Full time employed	-3.9%		36.9%		40.8%	2016	2
101	Male, % Full time employed	-2.1%		66.9%		69.0%	2016	2
102	Female, % Above minimum weekly wage	-3.1%		26.2%		29.3%	2016	2
103	Male % Above minimum weekly wage	-1.2%		39.8%		41.0%	2016	2
104	Female, % Below minimum weekly wage	-4.9%		40.8%		45.7%	2016	2
105	Male, % Below minimum weekly wage	-6.9%		25.6%		32.5%	2016	2
106	Total number of businesses	N/A	2338.0				2019	4
Economic Circumstance								
107	% of persons with individual income < \$400 per week	1.9%		41.8%	37	39.9%	2015	8
108	% female income < \$400 per week	1.9%		49.0%	41	47.1%	2015	8

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
109	% male income < \$400 per week	2.2%	34.3%	40	32.1%	2015	8
110	Median weekly household Income	\$ (362.00)	\$ 1,057.00		\$ 1,419.00	2016	4
111	Number of people on a Health Care card				5.8%	2018	10
112	People with food insecurity (%)	0.0%	4.6%	38	4.6%	2015	8
Housing and Affordability							
113	Occupancy Rate	-14.7%	74.2%		88.9%	2016	21
114	Full Home Owners	7.9%	38.6%		30.7%	2016	21
115	Renters	-6.6%	20.1%		26.7%	2016	21
116	Households with a mortgage	-1.3%	32.2%		33.5%	2016	3
117	Median Mortgage Repayments (per month)	\$ (400.00)	\$ 1,300.00		\$ 1,700.00	2016	21
118	Median Rent (per week)	\$ (115.00)	\$ 210.00		\$ 325.00	2016	21
119	Households with mortgage stress	1.4%	11.6%	29	10.2%	2016	21
120	Households with rental stress	-1.0%	24.1%	45	25.10%	2015	8
121	Percentage of rental housing that is affordable	49.9%	69.0%	27	19.1%	2015	8
122	Median house price	\$ (121,500.00)	\$ 271,500.00	49	\$ 393,000.00	2015	8
123	Homelessness SA3 Geographic Area	-0.1%	0.3%	36	0.4%	2016	21
124	Social housing as a percentage of total dwellings	-0.6%	290	38	3.9%	2015	8
Disadvantage							
125	SEIFA (Index of disadvantage) Surf Coast Shire		961		1000	2016	10
Crime and Safety							
126	Criminal Incident Rate per 100,000	297.7	6317.4		6019.7	2020	14
127	Rate of drug offences (per 100,000)		326		499	2018-19	10
128	Violent offences (per 100,000)		1874		1240	2018-19	10
129	Rate of property offences (per 100,000)		3860		3880	2018-19	10
Access							
130	General practitioners per 1,000 population (may be part or fulltime GPs)	0	1.2	31	1.2	2015	8
131	General practice clinics per 1,000 population	2.7	3	40	0.3	2015	8
132	Number of general practices	n/a	7			2018	13
133	People who delayed medical consultation, unable to afford (%)	3.0%	17.4%	10	14.4%	2015	8
134	Allied health services sites per 100,000 population	0.1	1	33	0.9	2015	8
135	Dental services per 1,000 population	-0.1	0.2	34	0.3	2015	8
136	Proportion of adults or delayed or avoided (self reported) visiting a dental professional because of cost				34%	2017	5
137	Emergency Department presentations per 1,000 population				261.5	2014	10
138	Population with private health insurance (ASR per 100)	-11.4%	36.6%	53	48%	2015	8
139	Internet access at home	-9.9%	73.8%		83.7%	2016	9
140	Bowel cancer screening rate	1.8%	45.0%		43.2%	2017	9
141	Breast cancer screening rate (mammogram in the last two years)	-4.1%	75.1%		79.2%	2017	7
142	Unintentional Injuries requiring hospitalisation per 100,000	99.1	1900.7		1801.6	2017-18	17
143	Transport Injuries requiring hospitalisation per 100,000	63.0	288.8		225.8	2017-18	17
144	Sports Injuries requiring hospitalisation per 100,000	45.6	270.2		224.6	2017-18	17
Health Status							
Health Behaviors /Risk Factors							
145	Proportion of adults who self-rate their health as very good	-2.1%	39.5%		41.6%	2017	7
146	Subjective wellbeing Index (range 0-100)	1.9%	79.2%		77.3%	2015	6
147	Satisfaction with life -low or medium (range 0-6)	-1.6%	18.9%		20.5%	2017	7
148	High personal resilience (Range 0-8)	0.3%	6.7%		6.4%	2015	6
149	Increase lifetime risk of alcohol - related harm	0.3%	59.8%		59.5%	2017	7
150	Increased risk of alcohol related harm from a single occasion drinking	1.9%	44.9%		43%	2017	7
151	Alcohol culture – getting drunk every now and then is okay	-2.0%	25.9%		27.9%	2015	6
152	Liquor licence total outlet density, number of licences per 10,000 population				42.8%	2018	15
153	Alcohol, ambulance attendances per 10,000 population				369.5	2018/19	15
154	Pharmaceutical drug, ambulance attendances per 10,000 population				186.9	2018/19	15
155	Illicit drug, ambulance attendances per 10,000 population				208.3	2018/19	15
156	Current smokers	0.8%	17.5%		16.7%	2017	7
157	Online Gambling - Sports Bettors				71.7%	2020	23
158	Online Gambling - Racing Bettors				86.5%	2020	23
159	Online Gambling - Internet				28.0%	2020	23
160	EGM - Net expenditure per adult per capita	\$ (70.00)	\$470		\$ 540.00	2017	21
161	Gambling - Electronic Gaming Machines per 1000 adults	1.5	7.0		5.5	2017	21
Physical Activity							
162	Adults spending 8 hours or more sitting a day	-7.7%	14.3%		22%	2017	7
163	Sedentary (inactive) (%)	-0.5%	2.0%		2.5%	2017	7
164	Insufficiently physically active (%)	-0.2%	43.9%		44.1%	2017	7
165	Adults who met physical activity guidelines	-1.5%	49.4%		50.9%	2017	7
166	Physical activity 0 days per week	0.8%	19.7%		18.9%	2015	6
167	Physical activity 4 or more days per week	9.9%	51.2%		41.3%	2015	6
168	Participation in any organised physical activity	0.1%	28.8%		28.7%	2015	6
169	Participation in a physical activity organised by a sports club or association	5.8%	15.6%		9.8%	2015	6
170	Participation in a physical activity organised by a fitness, leisure or indoor sports centre	-1.3%	7.9%		9.2%	2015	6

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
171	Participation in any non-organised physical activity	0.6%	71.1%		70.5%	2015	6
172	Activity type - walking	1.9%	53.1%		51.2%	2015	6
173	Activity type - jogging or running	-1.6%	12.4%		14.0%	2015	6
174	Activity type -cycling	0.3%	12.1%		11.8%	2015	6
Healthy diet							
175	Average number of serves of vegetables per day	0.1	2.3		2.2	2017	7
176	Average number of serves of fruit per day	-0.1	1.5		1.6	2017	7
177	Adults who met fruit consumption guidelines (2 serves or more daily)	-2.0%	41.2%		43.2%	2017	7
178	Adults who met vegetable consumption guidelines (5-6 serves or more daily)	0.1%	5.5%		5.4%	2017	7
179	Adults who met both fruit and vegetables consumption guidelines	0.3%	3.9%		3.6%	2017	7
180	Adults who did not meet fruit and vegetable consumption guidelines	4.3%	56.0%		51.7%	2017	7
181	Eats take-away meals/snacks more than once a week	2.3%	17.6%		15.3%	2017	7
182	Number of cups of water consumed per day	-0.8	4.6		5.4	2015	6
183	Consume sugar sweetened drinks daily	7.0%	17.1%		10.1%	2017	7
Health Conditions							
184	Persons reporting High/Very High psychological distress	4.8%	20.3%		15.4%	2017	7
185	Adult population ever diagnosed with anxiety or depression	4.3%	31.7%		27.4%	2017	7
186	Adult population who sought help for a mental health related problem	2.3%	19.9%		17.6%	2017	7
187	% persons reporting asthma	6.4%	26.4%		20.0%	2017	7
188	Doctor diagnosed chronic disease - Heart disease %	-1.0%	5.7%		6.7%	2017	7
189	% of persons reporting diabetes type 2	-0.9%	4.2%		5.1%	2017	7
190	Proportion of adult population diagnosed with high blood pressure	1.8%	27.7%	31	25.9%	2015	8
191	% persons obese	9.1%	28.4%		19.3%	2017	7
192	% persons who are overweight (pre-obese or obese)	7.7%	58.5%		50.8%	2017	7
193	Overweight Males	11.3%	49.7%		38.4%	2017	7
194	Overweight Females	-3.9%	20.4%		24.3%	2017	7
195	Obese Males	-1.0%	19.4%		20.4%	2017	7
196	Obese Females	4.4%	21.6%		17.2%	2017	7
197	Cancer prevalence (proportion)	-0.5%	7.6%		8.1%	2017	7
198	Cancer incidence - per 1,000 females	2.3	7.1	11	4.8	2015	8
199	Cancer incidence - per 1,000 males	0.4	6.0	47	5.6	2015	8
200	People with dementia (estimated) per 1,000 population	5.9	22.7	22	16.8	2015	8
201	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (0-5 years)	11.0%	37.0%		26%	2017-19	5
202	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (6-8 years)	17.0%	68.0%		51%	2017-20	5
203	Proportion of children presenting with at least one decayed, missing or filled primary (baby) or permanent tooth, attending public dental services (9-12 years)	10.0%	69.0%		59%	2017-21	5
204	Proportion of adults who rated (self reported) their dental health Fair/Poor	2.0%	26.0%		24%	2017	5
205	Median age at death (years)	n/a	81.0			2018	11
206	Premature deaths age-standardised rate (per 100,000)	n/a	131.5			2018	11
207	Suicide and self inflicted injuries (0-74 years) (per 100,000)	19.0	101.0		82	2018	9
208	Notification rate of Salmonellosis events (per 100,000 population)	n/a	13.0			2019	12
209	Notification rate of vaccine preventable events (per 100,000 population)	n/a	168.0			2019	12
210	Female, Chlamydia rate (per 10,000)	4.5	25.3		20.8	2018	2
211	Male, Chlamydia rate (per 10,000)	-7.1	11.0		18.1	2018	2
212	Female, HIV rate (per 10,000)	-0.1	0.0		0.1	2018	2
213	Male, HIV rate (per 10,000)	-0.4	0.0		0.4	2018	2
214	Female, Gonorrhoea rate (per 10,000)	-0.9	1.2		2.1	2018	2
215	Male, Gonorrhoea rate (per 10,000)	-3.3	3.3		6.6	2018	2
216	Female, Hepatitis B rate (per 10,000)	-1.0	0.0		1	2018	2
217	Male, Hepatitis B rate (per 10,000)	0.2	1.2		1	2018	2
Gender Equity & Family Violence							
218	Low gender equality score	-0.4	37.4%		35.7%	2015	6
219	Number of Police reported family Violence Incidents - Per head of Population		403.0		88214	2020	22
	Number of family violence incidents reported per population expressed as percentage	0.49	1.81		1.32		
220	Number of Police reported family Violence Incidents - Colac Otway - Per 100,000 persons	431.0	1746		1315	2020	22
221	Female, Family Violence Rate (per 10,000)	27.9	143.5		115.6	2019	2
222	Male, Family Violence Rate (per 10,000)	10.5	48.6		38.1	2015	2
223	Female, Intimate Partner Violence Rate (per 10,000)	24.1	101.1		77	2019	2
224	Male, Intimate Partner Violence Rate (per 10,000)	6.8	25.3		18.5	2015	2
225	Perception of Safety - Day	5.1%	97.6%		92.5%	2016	21
226	Perception of Safety - Night	9.4%	65.5%		56.1%	2016	21
227	Females who feel safe when walking alone at night (%)	2.0%	46.0%		44.0%	2019	2
228	Males who feel safe when walking alone at night (%)	6.4%	85.2%		78.8%	2019	2
229	Female, sexual offences rate (per 10,000)	0.9%	14.8%		13.9%	2019	2
230	Male, sexual offences rate (per 10,000)	0.1%	2.9%		2.8%	2019	2
231	Female, Chief Executives, General Managers and Legislators (%)	10.5%	36.7%		26.2%	2016	2
232	Male, Chief Executives, General Managers and Legislators (%)	-10.5%	63.3%		73.8%	2015	2
233	Female, Low Gender Equality in Relationships %	2.4%	28.0%		25.6%	2015	2
234	Male, Low Gender Equality in Relationships %	5.5%	47.0%		41.5%	2015	2
235	Female, Unpaid Domestic Work % People who worked 15+ hours per week	2.5%	29.2%		26.7%	2016	2

Indicator	Comparison Key	Colac Otway Shire Measure		LGA ranking (79 Councils)	Victoria	Year	Source
		Number or rate	%				
236	Male, Unpaid Domestic Work % People who worked 15+ hours per week	1.2%	10.7%		9.5%	2016	2
Climate Change - Barwon South West							
238		1981 - 2010	current	2040 - 2059			
239	Days above 35 Degrees Celcius (Colac)	7.4 days per year		11-20 days per year		2019	20
240	Annual Rainfall					2019	20
241						2019	20

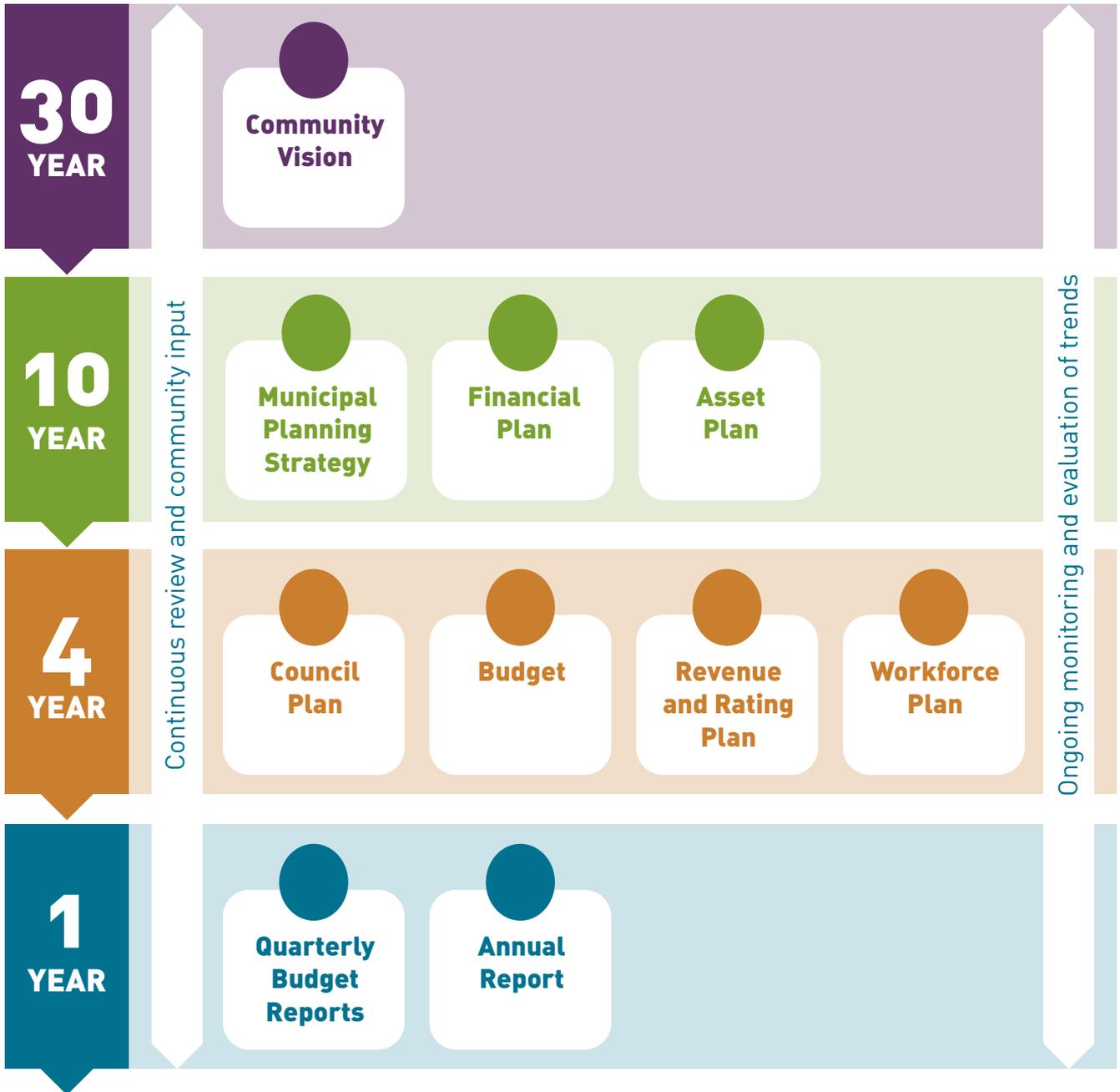
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Integrated Planning Framework



Council's advocacy priorities

COUNCIL MAINTAINS A LIST OF PRIORITY PROJECTS THAT IT USES TO GUIDE ITS ADVOCACY TO OTHER LEVELS OF GOVERNMENT. COUNCIL IS NOT SOLELY RESPONSIBLE FOR DELIVERING ALL OUTCOMES IN THIS PLAN, BUT PROVIDES ADVOCACY, PARTNERSHIP, BROKERING, COMMUNICATION AND CONDUIT ROLES TO HELP ACHIEVE OUTCOMES. COUNCIL'S HIGH-LEVEL PRIORITY PROJECTS INCLUDE:

- Forrest Wastewater Improvements
- Forrest Gateway Project
- Blue Church Corner Upgrade
- Improved Digital Access for Schools G21 Priority
- Increase 4+ star accommodation options for Colac and Apollo Bay
- GROW (Addressing Disadvantage) G21 Priority
- Princes Highway West Upgrade (Colac to SA border)
- Support Colac Area Health's advocacy for an upgrade to its urgent care department
- Mobile Phone Blackspots
- Armstrong Street-Murray Street Intersection – safety improvement/traffic lights
- Increased Community Rail Services and Fast Rail
- Arterial Road Network Upgrades and Maintenance
- Improved public transport options for the Colac Otway Shire
- Housing availability and affordability issues
- Additional childcare for Colac and Apollo Bay (Early Years Hub Apollo Bay)
- Lake Colac Foreshore Master Plan Implementation
- Memorial Square Master Plan Implementation
- Colac Bypass Cost Benefit Analysis
- Colac Integrated Water Cycle Management Plan
- Strategic Local Roads Upgrades and Maintenance
- Local Coastal Hazard Assessment (Stage 2)
- Forest Street Colac Upgrades
- Ship Wreck Coast Master Plan Implementation (partner lead)
- Lavers Hill to Crowes and Melba Gully Trail Plan Implementation
- Great Ocean Road Regional Infrastructure Plan
- Colac Otway Drug and Alcohol Plan
- Colac to Cororooke Shared Path Feasibility
- Stronger Communities Program (several small projects)
- Colac Jobs Expo and Schools Program
- Implementation of Apollo Bay Community Infrastructure Plan
- Implementation of Key and Essential Worker Housing recommendations (stage 2)
- Advocate for enhanced environmental efficiency requirements and building standards (e.g. passive solar design) to be incorporated into planning and building regulations

List of core Council services

SERVICE AREA	DESCRIPTION OF SERVICE
Apollo Bay Harbour	This service manages and maintains the Apollo Bay Harbour for the enjoyment of the community.
Arts & Culture	This service is responsible for running the Colac Otway Performing Arts and Cultural Centre, plus providing support to the arts via events, grants and space provision.
Building Control	This service provides for planned building developments to meet present and future community requirements.
Children and Family Services	This service provides support to our children, families and youth to encourage and nurture their growth and development.
Colac Regional Saleyards	This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.
Contract Management Service	This service provides oversight and governance on contractual and procurement services undertaken by Council.
Corporate Services	This service has the responsibility to maintain strong governance and administrative systems and to ensure that these systems are responsive, accountable and transparent to internal users and community needs.
Councillors and Chief Executive	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Public Relations Team and associated support which cannot be easily attributed to the direct service provision areas.
Customer Service	This service has the responsibility to provide the first point of contact between Council and the public through Council's Customer Service Centres. The service provides overall corporate customer service to the wider community and assists all areas of Council with the provision of corporate responsibility.
Economic	This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.
Emergency Management	This service provides for the necessary support for the community in the case of an emergency event occurring.
Environment	This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.
Events	This service provides for active community involvement in the provisioning of management and support for community entertainment and events.
Finance, Property and Rates	This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.
Information Services	This services provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards.
Infrastructure Services	This service provides for the physical assets required by the community to maintain a happy, healthy and sustainable lifestyle.
Leisure Centres	This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.

SERVICE AREA	DESCRIPTION OF SERVICE
Library Service	The library service provides resources and oversight to the Geelong Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.
Local Laws	This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being.
Older Persons & Disability Services	This service provides support to older and disabled members of our community in order to sustain quality of life for all our residents.
Parks, Gardens and Reserves	This service provides for the maintenance of open space for the enjoyment of all community members.
People, Performance & Culture	This service provides and develops a culture of high performance, productivity and accountability across the organisation.
Public Health	This service promotes a healthy and safe lifestyle by actively promoting and policing public health issues.
Recreation	This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities.
Risk Management Services	This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio.
Statutory Planning	This service fulfils Council's statutory obligations in being the responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations.
Strategic Planning	This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.
Tourism	This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.
Waste Management	This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.



Policy Context

The Council Plan and Municipal Health and Wellbeing Plan are not standalone documents. Rather, they are developed in the context of international, national, state, regional and local policy that interrelates and informs our approaches.

Annual reviews of the Council Plan enable us to be responsive to policy changes at other levels of government.

This also helps Council adapt its services to the changing needs of our community, and position ourselves to take advantage of new funding and partnership opportunities.

Acronyms & Definitions

AMP	Asset Management Plan
CBD	Central Business District
CEO	Chief Executive Officer
CIP	Community Infrastructure Plan
COS	Colac Otway Shire
COPACC	Colac Otway Performing Arts & Cultural Centre
Cr	Councillor
COVID-19	Coronavirus Pandemic
Destination Action Plans	Is a plan which seeks to identify the challenges and opportunities facing a destination.
FTE	Full Time Equivalent employee
G21	Geelong Regional Alliance
GORA	Great Ocean Road Coast and Parks Authority
GORVIC	Great Ocean Road Visitor Information Centre
Greenfield	Describes new urban residential land occurring through subdivision of new growth areas
ICT	Information Communications Technology



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Colac Customer Service Centre

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Open: Monday - Friday 8:30am - 5pm

Apollo Bay Customer Service Centre

100 Great Ocean Road, Apollo Bay

Open: 7-days a week, 9am - 5pm



Colac Otway
SHIRE

For callers who have a hearing, speech or communication impairment, and for text telephone or modem callers, use our National Relay Service on 133677