





Chief Executive Office

Action	% Complete	Status
4.1.1.1 Identify new income opportunities	Ongoing	 MONITOR
<p>Council will continue to identify new income opportunities for the duration of the Council Plan. Council has been successful in receiving substantial grant funds towards improvements at Memorial Square, Central Reserve and the Western Reserve in Colac. Council has been successful for funding of \$19 million to undertake the City Deal Program, fund Harbour improvements at Apollo Bay, a walking/cycling trail between Wild Dog Creek and Skenes Creek, and toilet and parking improvements at Kennett River. The Victorian State Government has announced funding for an Early Years Centre in Apollo Bay.</p>		


Action	% Complete	Status
2.1.1.1 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	 MONITOR
<p>Council will continue to maintain constructive relationships for the duration of the Council Plan. Strong relationships established with G21, Regional Development Victoria, VicRoads, Barwon Water, Southern Rural Water, Great Ocean Road Regional Tourism (GORRT), Great Ocean Road Taskforce, Parks Victoria, State and Federal Government Members of Parliament. Funding has been announced for the next stage of improvements to the Forrest Mountain Bike Trail.</p>		

Action	% Complete	Status
1.1.1.1 Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects.	Ongoing	 MONITOR
<p>The Chief Executive has continued to meet with significant businesses in the Shire. The Mayor and CE have held a series of meetings with real estate agents and other relevant agencies to discuss planning and building issues in 2019. Council meets monthly with 'Action for Apollo Bay' which comprises representatives of the Apollo Bay Chamber of Commerce, the Skenes Creek Community Association and the Otway Coast Committee.</p>		

Action	% Complete	Status
1.3.1.1 Develop and maintain regional partnerships and joint advocacy.	75.00	 ON TRACK
<p>Council will continue to maintain strong partnerships with key stakeholders for the duration of the Council Plan. Council is represented on the following organisations:</p> <ul style="list-style-type: none"> • G21 • Great Ocean Road Taskforce • Great Ocean Road Regional Tourism • Barwon Regional Partnership 		

Action	% Complete	Status
4.2.1.1 Ensure where ever possible decision are debated and made in open Council meetings.	75.00	 ON TRACK
<p>During the monthly review by Executive Management Team of upcoming council meeting reports, consideration is always given as to whether or not an item can be considered in open council.</p>		

Chief Executive Office

Action	% Complete	Status
4.2.1.2 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	75.00	 ON TRACK
Following a review of Council's reporting software, improvements are being implemented to the structure of the system and testing will commence in the coming weeks on quality of report outputs.		

Corporate Services


General Manager Corporate Services


People & Culture


Contracts & Procurement


Financial Services


Information Services


Action	% Complete	Status
4.3.1.2 Manage our risk exposure, including providing a safe working environment where "Work Health and Safety is everyone's business"	75.00	
An audit of Council's OH&S policies, procedures and safe-work practices was conducted by Crowe Horwath in accordance with Australian Standard 4801. The 2020 OHS Strategic Work Plan has been developed, incorporating those actions (50%) which were unable to be finalised by December 2019. The commencement of the second round of OH&S Internal Audits was deferred and will recommence following investigation into other possible alternatives.		

Action	% Complete	Status
4.3.1.1 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	75.00	
The People and Culture Strategic Plan 2019-2021 year one actions are being implemented on a timely basis. Actions implemented as at 31 December 2019 include, Alignment and Engagement Survey actions following the 2019 pulse survey, the e-recruit system, 2020 annual learning calendar finalised, review of the Performance Evaluation System and policy review.		


Action	% Complete	Status
1.3.1.1 Seek regional funds from State and Federal Governments.	Ongoing	
This is an ongoing task with every opportunity being assessed.		


Action	% Complete	Status
4.2.1.1 Maintain the 10 year long term financial plan (LTFP).	70.00	
The first draft of the LTFP was presented to Councillors in February. It was established that the service plans and priorities needed a further review by Executive Management Team. COVID-19 has caused some delays.		


Action	% Complete	Status
4.4.1.1 Develop partnerships to procure services and materials on a regional basis.	75.00	
Working with South West Regional Procurement Excellence Network to discuss future opportunities for collaboration.		

Action	% Complete	Status
4.4.1.2 Enhance opportunities for increased local spending of Council expenditure.	75.00	
Tendering workshop is being planned for March 2020. Local suppliers will be invited to attend with presentations from WorkSafe, Small Business Victoria, Procurement and Economic Development. This initiative is now on hold due to COVID-19.		

Corporate Services

Action	% Complete	Status
4.4.1.1 Maintain low risk audit rating for financial sustainability.	Ongoing	
<p>Overall the Victorian Auditor General Office rated Colac Otway Shire low risk in relation to financial sustainability for 2018/19.</p> <p>The following 5 financial sustainability indicators were rated low risk for the 2018/19 financial year. Net Result, Liquidity, Indebtness, Capital Replacement, Renewal Gap.</p> <p>The following 2 financial sustainability indicators were rated moderate risk for the 2018/19 financial year. Adjusted Underlying Result and Internal Financing.</p> <p>The current Strategic Resource Plan indicates that Council's financial sustainability will be in decline over the four year period, with a continual reduction in cash reserves.</p>		

Action	% Complete	Status
4.1.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	
<p>Implementing 2019/20 adopted budget.</p> <p>Finance Business Partnering supporting managers in delivering the adopted budget and making informed business decisions.</p> <p>Presented Council with assumptions for Strategic Resource Plan in December 2019 and January 2020.</p> <p>Advocating for revenue increases to line with rate cap to ensure Council costs do not continue to outstrip increased revenue.</p> <p>Have developed a Budget Development and Management Policy to guide Council in meeting their legislative responsibilities in relation to sound financial management principles.</p> <p>In the process of developing a balance budget for 2020/21.</p> <p>Drafting a Statutory and Discretionary Reserves Policy for Council's consideration. This will assist in managing future obligations given expected cash flow challenges.</p> <p>Work is continuing on the Long Term Financial Plan, which needs to be developed to meet the requirements on the newly adopted <i>Local Government Act 2020</i>.</p>		


Action	% Complete	Status
4.1.2.1 Organisational development and legislative compliance	65.00	
<p>Significant work has been undertaken during this quarter in relation to:</p> <p>WAN - Wide Area Network upgrade including completion of upgrade and relocation of wireless link for Service & Operations Depot to Bluewater Citrix Remediation and Windows 10 Upgrade Project. Video conference service is being rolled out across the organisation</p> <p>Windows 10 SOE - 17 Devices to complete project which will involve various vendor assistance. COVID-19 emergency has impacted project completion</p> <p>Online capabilities - Intranet and smart forms staff training has been completed for future forms development.</p> <p>The outsourcing of the GIS department has proven a great success, with training and project scheduling being completed during this quarter.</p> <p>Development of the ICT Disaster Recovery Strategy and ECM Strategy (Enterprise Content Management/Records management) has begun, but deferred for 6 months due to COVID-19 emergency.</p>		


Development & Community Services


General Manager Development & Community Services


Planning, Building & Health Protection
Environment & Community Safety


Economic Development & Tourism
Community Services

Action	% Complete	Status
2.4.1.5 Implement emission reduction programs for Council operations.	75.00	 ON TRACK
<p>Work continues toward achieving the Carbon Neutral Target in 2020. In recent times more efficient heating and cooling systems have been installed at Bluewater and COPACC, and a new solar array on the Service and Operations Colac Depot. Work is also underway to upgrade more of Council's street lights and install solar panels on the Colac Community Library and Learning Centre along with more efficient lighting. These projects are on track to be completed by the end of the Financial Year.</p>		


Action	% Complete	Status
2.4.1.7 Implement Council's Climate Adaption Strategy.	70.00	 ON TRACK
<p>Council continues to undertake actions in accordance with Council's Climate Adaption Plan. Funds were obtained from DELWP to develop landslide risk mitigation plans for Grey River, Kennett River and Skenes Creek. These plans are nearly complete. Once complete the plans will provide the basis for seeking further funding to implement actions such as improved drainage systems and more fire resistant retaining walls in order to help make these towns more resilient to extreme weather events. In addition, Council is updating the scope of the Advocacy Document for managing coastal erosion, particularly in the Apollo Bay area. Once updated Council will use the document as the basis for seeking further funding to address the problems caused during storm surges.</p>		


Action	% Complete	Status
2.4.1.6 Enhance and protect biodiversity through weed control and revegetation.	65.00	 ON TRACK
<p>The 2019/20 Environmental Weed Control Program is currently being undertaken. Target weeds include boxthorn, broome, gorse and blackberry. In addition, Council is managing a grants program for private landholders to manage pest plants and animals, with funds provided through a Federal Government Grant. The majority of the weed control works are now complete including the recent works in Skenes Creek to manage various weed infestations on the roadsides. All of the grants are expected to be finalised by the end of the financial year.</p>		


Action	% Complete	Status
2.4.1.1 Ensure best practice guides planning and management of the natural environment and associated assets, and Council's response to climate change.	75.00	 ON TRACK
<p>Environmental advice continues to be provided on planning applications, strategic planning matters and on Council's major projects to ensure best practice standards are being met. Recent advice has involved ensuring that there are minimal environmental impacts associated with bridge construction and other major capital works projects</p>		


Action	% Complete	Status
2.3.1.1 Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and livability.	75.00	 ON TRACK
<p>Work continues to ensure animals are registered and wandering animals are managed appropriately. Reminders have been sent out to all animal owners, reminding them that their Animal Registration needs to be renewed by 10 April 2020.</p>		


Development & Community Services

Action	% Complete	Status
2.2.1.1 Ensure best practice guides planning and management of the natural environment and associated assets.	75.00	 ON TRACK
Environmental advice continues to be provided on planning applications, strategic planning matters and on Council's major projects to ensure best practice standards are being met. Recent advice has involved ensuring that there are minimal environmental impacts associated with bridge construction and other major capital works projects.		


Action	% Complete	Status
2.4.1.2 Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road.	75.00	 ON TRACK
Council officers continue to seek funding for the next stage of the Local Coastal Hazard Assessments, but at this stage funding has not been secured. Council officers from across the organisation are working with DELWP on how to do sand re-nourishment in the Apollo Bay and Marengo region in an attempt to reduce the threat posed to the harbor and other Council infrastructure. Based on advice from DELWP, the advocacy document has been updated to include not only the Local Coastal Hazard assessments, but also design work for the extension of stormwater outlets to help reduce erosion problems during extreme weather events.		


Action	% Complete	Status
2.4.1.3 Improve the health and sustainability of the natural environment through structured planning with our partners.	75.00	 ON TRACK
Council officers continue to work with various Government agencies and community groups to improve the environment. Recent examples include working with private landholders on integrated weed control through the provision of grants to control high priority weeds on private land.		


Action	% Complete	Status
2.4.1.4 Deliver localised planning to communities to reduce fire risk.	85.00	 ON TRACK
Community events were undertaken in the lead up to the 2019/20 fire season in Apollo Bay, Wye River, Forrest, Beech Forest, Barwon Downs and Gellibrand. These events focused on the location of Neighbourhood Safer Places and the need for people to develop personal bushfire plans that focus on the safety of themselves and their family. These plans are currently being finalised and will be used to help implement actions in partnership with the community before the next fire season.		


Action	% Complete	Status
2.6.1.1 Community based planning to build local understanding and preparedness for emergency events.	85.00	 ON TRACK
Community events were undertaken in the lead up to the 2019/20 fire season in Apollo Bay, Wye River, Forrest, Beech Forest, Barwon Downs and Gellibrand. These events focused on the location of Neighbourhood Safer Places and the need for people to develop personal bushfire plans that focus on the safety of themselves and their family. These plans are currently being finalised and will be used to help implement actions in partnership with the community before the next fire season.		

Development & Community Services


Action	% Complete	Status
2.6.1.2 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	60.00	 NEEDS WORK
<p>Various training has been undertaken for Council staff in relation to managing Emergency Relief Centres and providing leadership during emergency events. A large Emergency Relief Centre Exercise was undertaken in October with Corangamite and Surf Coast Shires to help staff put their training into practice. Further training is being organised for staff in 2020 to further enhance Council's capacity to respond to Emergency events. Although this work will be delayed by the current pandemic response being a priority, work will continue on the development of a new Municipal Emergency Management Plan in partnership with the other relevant agencies. It is planned for the updated plan to be finalised by the end of 2020.</p>		


Action	% Complete	Status
3.4.1.1 Participate in the G21 Healthy Eating and Active Living regional priority project.	75.00	 ON TRACK
<p>Officers continue to participate in the G21 Healthy Eating and Active Living Project. Council is working in conjunction with Colac Area Health and Deakin University on a childhood obesity project. During the current pandemic council staff are monitoring the health and well-being of 600 plus community members who receive services from OPASS.</p>		


Action	% Complete	Status
3.2.1.1 Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.	Ongoing	 MONITOR
<p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual community's support systems and gaps. Working in conjunction with the Recreation Unit on Standard Management Agreement for all community organisations that manage council facilities. Reviewed the new <i>Local Government Act</i> in relation to Community Engagement and the development of a Community Vision. Provided information to organisations on the changes in the <i>Local Government Act</i>. Continue to participate in committees and groups such as; The Gathering Place, Colac Multicultural Committee, Barwon Neighbourhood House Network, Colac Otway Neighbourhood House Network, Positive Ageing Ambassadors.</p>		


Action	% Complete	Status
3.5.1.1 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Ongoing	 MONITOR
<p>Reviewed the new <i>Local Government Act</i> and its implications for council in regard to community engagement and consultation and provide information to community organisations and services. Continue to work with the aboriginal community, Eastern Maar, State Government, Deakin University and service providers on the Beginning Steps Project. Participating in the Barwon Key Partnership Group which consists of Department of Health and Human Services, Department of Education and Local Government. These groups look to link and align state strategies with council plans such as the Health and Well-Being Plan with the strategic directions of community organisations, in particular Neighbourhood Houses.</p>		


Development & Community Services

Action	% Complete	Status
3.4.1.2 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
<p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual community's support systems and gaps.</p> <p>Reviewed the new <i>Local Government Act</i> in relation to Community Engagement and the development of a Community Vision. Provided information to key networks on the changes in the <i>Local Government Act</i>.</p> <p>Continue to participate in committees and groups such as; The Gathering Place, Colac Multicultural Committee, Barwon Neighbourhood House Network, Colac Otway Neighbourhood House Network, Positive Ageing Ambassadors</p>		







Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning.	75.00	 ON TRACK
<p>Review the Public Hall committee structure in line with the new Local Government Act and its implications for council in regard to community engagement and consultation.</p> <p>Council's COVID-19 Community Support Working Group is working with community organisations and service providers to map individual communities support systems and gaps.</p> <p>Develop an Asset Management Template for each Council Public hall</p>		

Action	% Complete	Status
3.1.1.1 Support community organisations through the community grants program.	75.00	 ON TRACK
<p>The 2020/21 Community Grants program has opened and officers are actively helping community groups with enquiries on how to apply.</p>		


Action	% Complete	Status
3.2.1.1 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	75.00	 ON TRACK
<p>In addition to the Community Grants Program, Economic Development is putting together a business support package which provides options for adding additional one-off grants schemes to this year's program to help businesses adapt and survive the COVID-19 crisis.</p>		


Action	% Complete	Status
1.1.1.1 Implement a Colac Otway Economic Development Strategy.	75.00	 ON TRACK
<p>Work continuing where possible, however in this quarter COVID-19 has taken precedence, with Economic Development having a large role to play in responding to the pandemic.</p>		


Development & Community Services


Action	% Complete	Status
1.1.1.4 Identify and support employment in tourism.	Ongoing	 MONITOR
<p>The COVID-19 crisis has severely impacted businesses in our shire that rely on tourism. Council's tourism and visitor information centre resources have been redeployed to a business support function, focussed on contacting local businesses (including tourism businesses) to better understand what the impact of COVID-19 has been, and how Council can help.</p> <p>Council has received funding from the State Government to implement the first stage of the Forrest Mountain Bike trails. Council is about to commence the required cultural heritage, biodiversity and erosion studies, which will enable the next on ground phase of work to occur.</p> <p>Tourism workforce planning continues in partnership with Great Ocean Road Regional Tourism.</p>		
Action	% Complete	Status
1.2.1.2 Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.	Ongoing	 MONITOR
<p>Council has prepared an Accommodation Demand Study, Accommodation Site Identification and Investment Prospectus for Colac. Continuing to work with potential investors for accommodation in both Colac and Apollo Bay.</p>		
Action	% Complete	Status
1.2.1.3 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.	Ongoing	 MONITOR
<p>Ongoing activity across the Shire with accommodation owners.</p>		
Action	% Complete	Status
1.1.1.3 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.	75.00	 ON TRACK
<p>A Victorian Government grant secured to implement Stage 1 of the Forrest Mountain Bike Trails redevelopment. An application has been lodged to develop the Colac Municipal Aerodrome however the success of the funding application has not yet been determined.</p>		
Action	% Complete	Status
1.3.1.1 Seek to influence education providers to match local job opportunities with available skills training.	75.00	 ON TRACK
<p>Discussions have been held with South West TAFE and Westvic Staffing Solutions regarding this activity. South West TAFE has recorded significant growth in registered students and training uptake and work to commence shortly on discussions with both Trinity College and Colac Secondary College regarding the use of the Trade Centre at Colac Secondary College and the Hospitality facilities at Trinity.</p>		
Action	% Complete	Status
1.2.1.1 Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.	100.00	
<p>Event Strategy is now encompassed within the Economic Development Strategy. Continue to work with a wide variety of event organisers to deliver high quality and successful events.</p>		


Development & Community Services

Action	% Complete	Status
1.3.1.2 Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	60.00	 MONITOR
<p>The COVID-19 pandemic has significantly changed our community's employment prospects, with many people currently out of work due to government-directed closures. At this stage the Economic Development team is focussed on helping keep businesses informed of the funding support opportunities available to them, as well as reaching out to businesses over the phone and via an online survey to understand the kinds of support they most need from Council and government more generally.</p>		


Action	% Complete	Status
1.1.1.2 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR
<p>Council has received funding from the State Government to implement the first stage of the Forrest Mountain Bike trails redevelopment. Council is about to commence work on the required cultural heritage, biodiversity and erosion studies, which will enable the next onground phase of work to occur. Tourism workforce planning continues in partnership with the Great Ocean Road Regional Tourism Authority.</p>		


Action	% Complete	Status
1.2.1.4 Review the Great Ocean Road Closure Policy.	66.00	 ON TRACK
<p>The reviewed Guidelines are in draft form and will be presented to Council in April requesting permission to commence to community consultation. Department of Transport has granted a one-year extension to the two events that hold permits to close the Great Ocean Road to allow more time to complete the forthcoming Expression of Interest Process.</p>		


Action	% Complete	Status
1.2.1.5 Identify and promote Tourism pathways between attractions across the whole shire.		 No TARGET
<p>This action has not progressed.</p>		


Action	% Complete	Status
1.1.1.3 Remove unnecessary planning triggers to streamline planning processes.	80.00	 ON TRACK
<p>Council adopted its four Yearly Planning Scheme Review in March 2018. Consultant Glossop has drafted proposed changes to Council's Planning Scheme which give effect to this Review, and to streamline planning provisions where possible. The process of exhibiting an amendment has been delayed due to State Government reforms implemented in August 2018 which require a translation of the current Municipal Strategic Statement in the Planning Scheme into the new State Planning Policy Framework (PPF) before Council can exhibit changes to its policy framework and change overlay provisions. The translation has taken longer than expected, but is likely to occur mid-2020, followed by exhibition of a Council Amendment. Officers will continue to refine the proposed local overlay changes whilst the State Government led translation occurs. Officers have initiated amendments to the Planning Scheme that remove a series of anomalies to controls on specific properties and remove the redundant Environmental Significance Overlay from waterways in urban parts of Colac and the Warrion Groundwater Area - these will be completed by mid-2020. Work is occurring within three precincts of the Heritage overlay in Colac to remove unnecessary permit triggers in the Overlay, which will be presented to Council to support a planning scheme amendment. Work has also commenced to review the mapping of the Erosion Management Overlay (landslide risk) to rationalise its coverage.</p>		

Development & Community Services


Action	% Complete	Status
1.2.1.1 Explore options to facilitate new tourism accommodation	10.00	 NEEDS WORK
<p>A future budget allocation is required to engage consultants to investigate appropriate means by which tourism development can be encouraged in appropriate locations in the Shire. Planning and economic development officers have worked collaboratively to proactively seek investment in tourist accommodation in Colac.</p>		


Action	% Complete	Status
2.3.1.1 Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the shire.	80.00	 ON TRACK
<p>A Community Infrastructure Plan is being developed for Apollo Bay, Skenes Creek and Marengo that will identify future social, community and physical infrastructure needs. The Colac 2050 Growth Plan is completed, and Development Plans are being facilitated for residential growth areas in Colac West and Elliminyt (including the development of shared infrastructure plans), and industrial land at Forest Street, Colac. Future budget allocations will be required to review the structure plans for Birregurra and Forrest.</p>		


Action	% Complete	Status
2.2.1.1 Update the Planning Scheme to reflect changing community needs and priorities.	75.00	 ON TRACK
<p>Council adopted its four Yearly Planning Scheme Review in March 2018. Consultant Glossop has drafted proposed changes to Council's Planning Scheme which give effect to this Review. The process of exhibiting an amendment has been delayed due to State Government reforms implemented in August 2018 which will require a translation of the current Municipal Strategic Statement in the Planning Scheme into the new State Planning Policy Framework (PPF) before Council can exhibit changes to its policy framework. The translation is expected to be finalised early in 2020, followed by exhibition of a Council amendment. The Colac 2050 Growth Plan was finalised and implemented via Amendment C97 which was adopted by Council in August 2019, and is with the Minister for approval. When approved, this amendment will facilitate planning for expansion of residential zoned land to accommodate growth of Colac.</p>		

Action	% Complete	Status
1.1.1.1 Provide direction on how growth across the shire should proceed and ensure adequate land is provided for industrial and residential use.	75.00	 ON TRACK
<p>The Colac 2050 Growth Plan was completed and adopted by Council in August 2019, along with an amendment to the Planning Scheme (C97) that directs where and how growth across Colac should occur in the future. Officers are currently finalising technical work which will enable the production of a draft Development Plan for the Colac West residential growth area, and are liaising with land owners west of Wyuna Estate at Elliminyt concerning a Development Plan at that location. Officers are also commencing the development of a Plan to guide industrial development at land zoned in 2017 at Forrest Street Colac utilising a grant from the Victorian Planning Authority (VPA).</p>		

Development & Community Services

Action	% Complete	Status
1.1.1.2 Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.	75.00	 ON TRACK
<p>The adopted Colac 2050 Growth Plan includes a basic analysis of housing needs in Colac. This informed the development of the Plan, however a more comprehensive Housing Needs Assessment is required to be completed that includes consideration of affordable housing needs, an aging population, etc. This project requires dedicated Council funding, and will be considered in the 2020/21 budget process. It is proposed this will occur as part of a wider Settlement Strategy for the Shire that includes Apollo Bay with consideration to an ageing population and providing housing for workers within the seasonal tourism sector. Council has participated in a regional housing study looking into housing needs in the region, which is focusing on affordability and housing availability issues.</p>		

Action	% Complete	Status
1.1.1.4 Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage.	85.00	 ON TRACK
<p>Consultants were engaged in March 2019 to produce a Community Infrastructure Plan for Apollo Bay, Skenes Creek and Marengo that will include a Foreshore Master Plan and Development Plan for the Apollo Bay Harbour. The consultant produced an Issues and Options Paper for community engagement in November 2019 and a draft report/plan is currently being prepared and due to be presented to Council in June or July for public exhibition. This work builds on the Coastal Traffic and Parking Strategy undertaken in 2018/19 which establishes strategies in the coastal townships for management of parking, buses and other infrastructure such as toilets associated with tourism pressures.</p>		

Action	% Complete	Status
1.2.1.2 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.		 NEEDS WORK
<p>A future budget allocation is required to engage consultants to review the planning provisions that apply to land along the coast and in the coastal hinterland, with the intention of encouraging tourism in appropriate locations. The State Government is preparing a Strategic Framework Plan for the Great Ocean Road hinterland which will influence this work.</p>		







Infrastructure & Leisure Services

General Manager Infrastructure & Leisure Services



Service & Operations


Assets & Project Delivery

Arts & Leisure Services


Action	% Complete	Status
2.1.1.1 Develop and implement a Property Strategy.	75.00	 ON TRACK
Revaluating the outcomes for the item based on service reviews and reallocation of responsible service planners. Draft Brief developed and seeking quotations from suitable consultants.		
Action	% Complete	Status
2.3.1.2 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	60.00	 ON TRACK
Successful in gaining external funding for street lighting along the newly constructed Queens St shared path.		
Action	% Complete	Status
2.3.1.1 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	80.00	 ON TRACK
Continued upgrade to roundabouts through Colac. Negotiations with Regional Roads Victoria for improved planting and landscape treatments to Eastern entrances as part of the Princes Highway duplication works. Input to the Regional Roads Victoria design for a commemorative garden and picnic area at the Barongarook Creek bridge, Murray Street entry. Developing concepts for Colac entrance signage. Development of a concept design for a new regional playspace at Colac's Memorial Square.		
Action	% Complete	Status
2.5.1.1 Develop a system of capital allocations based on Asset Management Plans.	75.00	 ON TRACK
Draft Asset Management Plans developed for Transportation and Buildings assets which outline the system for allocating capital resources. These two asset categories account for 75% of Council's asset portfolio by value. Draft Asset Management Plans commenced for Open Space and Drainage. Draft Asset Management Strategy development and Policy review 60% complete.		
Action	% Complete	Status
2.5.1.2 Develop a project management framework, covering proposals, planning and delivery.	100.00	
Project Delivery Procedure Manual developed as a framework for guiding project proposals, planning and delivery. CAMMS Project implemented to track progress against individual projects.		
Action	% Complete	Status
2.5.1.3 Develop a capital works reporting framework.	100.00	
A capital works framework has been completed and monthly works reports are functioning effectively.		

Infrastructure & Leisure Services


Action	% Complete	Status
2.5.1.4 Deliver the annual capital works program.	72.00	 ON TRACK
As at 31 March 2020 the 2019/20 Capital Works program is 72% complete, which is on track for 100% completion of program, as achieved the past two years,		
Action	% Complete	Status
3.4.1.1 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	 NEEDS WORK
A draft brief has been developed and seeking quotations from suitable consultants.		


Action	% Complete	Status
3.2.1.1 Supports community activities through information dissemination and planning information.	Ongoing	 MONITOR
Provided links and information regarding grant opportunities to recreation database and other groups such as Colac Golf Club, local cricket clubs and other sporting clubs. Relevant COVID-19 information distributed to clubs following government advice from 13 March onwards.		


Action	% Complete	Status
3.3.1.2 Support for community groups.	Ongoing	 MONITOR
Recreation and Open Space support the Old Beechy Rail Trail Committee meetings monthly as Executive Officer. In response to trail risk assessments on private land, incorporated new clauses for insurance and mitigating risk in the revised license agreement wording. Attendance at Central Reserve Advisory committee meeting. Relevant COVID-19 information provided to clubs following government advice from 13 March onwards.		


Action	% Complete	Status
3.3.1.1 Provide opportunities for lifelong learning and community connections through library programs.	75.00	 ON TRACK
Library Service Review commenced, with the report and service standards completed. Public consultation to be undertaken in April 2020 with final recommendation to Council June 2020. Regular attendance at Corangamite Regional Library Corporation Board Meetings.		

Infrastructure & Leisure Services


Action	% Complete	Status
3.4.1.1 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	75.00	
<p>Bluewater's reporting software has been unavailable since Jan 2020, meaning that we currently do not have any utilisation data for the centre.</p> <p>Since the Swim School Team Leader was introduced in December 2020, the Swim school program has been steadily growing in numbers. In March, before the centre closed due to the COVID-19 situation, the program has a total of 390 enrollments, which is an increase of 67 students on the 2019 high peak of 323.</p> <p>Bluewater held a movie night on 13 March 2020 in a bid to attract different members of the community into the centre. 50 people attended the event which was gold coin entry to remove any barriers to participation, with food and drinks available for purchase on the night.</p> <p>Following community consultation with members and the wider community back in December, the Programs Team have worked hard to source new gym equipment for the facility in a bid to attract and retain members. The equipment was due to be installed in March, however Council leadership made the decision to postpone the order until the centre was closer to re-opening following the closure during the COVID-19 pandemic.</p> <p>The Programs Team have been working to scope the possibility of running an in-house sporting competition to diversify program opportunities at the centre and increase utilisation and income. These options will not be introduced until the centre re-opens.</p>		


Action	% Complete	Status
2.3.1.1 Advocate for improvements to public open space where the State Government is the land owner/manager.	75.00	
<p>A list of priority projects has been prepared identifying reserves and open space infrastructure improvements that Council will advocate for, where State Government is the land owner/ manager.</p>		


Action	% Complete	Status
2.3.1.2 Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.	100.00	
<p>Agreement has been executed.</p>		


Action	% Complete	Status
3.4.1.2 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	
<p>Council endorsement of the G21 and Cricket Victoria Regional Cricket Strategy.</p> <p>Met with Federation Football Victoria – Soccer (FFV) and Colac Otway Rovers to discuss opportunities for increasing participation, resulting in a Term Four project.</p> <p>G21 AFL Barwon Regional Strategy adopted - implementing actions identified in the strategy. Current projects include: Western Reserve oval redevelopment and lighting upgrade and Central Reserve lighting upgrade and netball court redevelopment.</p> <p>G21 Region Football (Soccer) Strategy adopted. Supporting local club to identify a permanent home in Colac.</p> <p>Advocacy for the Former High School Site is ongoing.</p> <p>No new work has commenced in the third quarter.</p>		

Infrastructure & Leisure Services

Action	% Complete	Status
2.3.1.3 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	75.00	
<p>Projects which were successful in receiving Council and external funding continue to be implemented. Those projects include: Memorial Square playspace, velodrome resurfacing at Elliminyt Recreation Reserve, oval improvements at Western Reserve, and Central Reserve Netball Court redevelopment and lighting upgrade. Funding applications were submitted to Sport and Recreation Victoria for consideration including City Reserves Planning and site specific master plans; Elliminyt Recreation Reserve Oval Lighting Upgrade, Cororooke Open Space Masterplan Implementation Stage 1 - path and playspace, and Birregurra Recreation Reserve Oval Lighting Upgrade.</p> <p>Old Beechy Rail Trail updated landowner license agreement revised wording was sent to landowners for review in January. Agreements now include new insurance terms covering landowners.</p> <p>Discussions continue to purchase a parcel of the Tiger Rail Trail to secure connection from the Forrest township to the Forrest Recreation Reserve and Forrest Horse and Pony Club facilities, and the Forrest Mountain Bike Trails network.</p>		

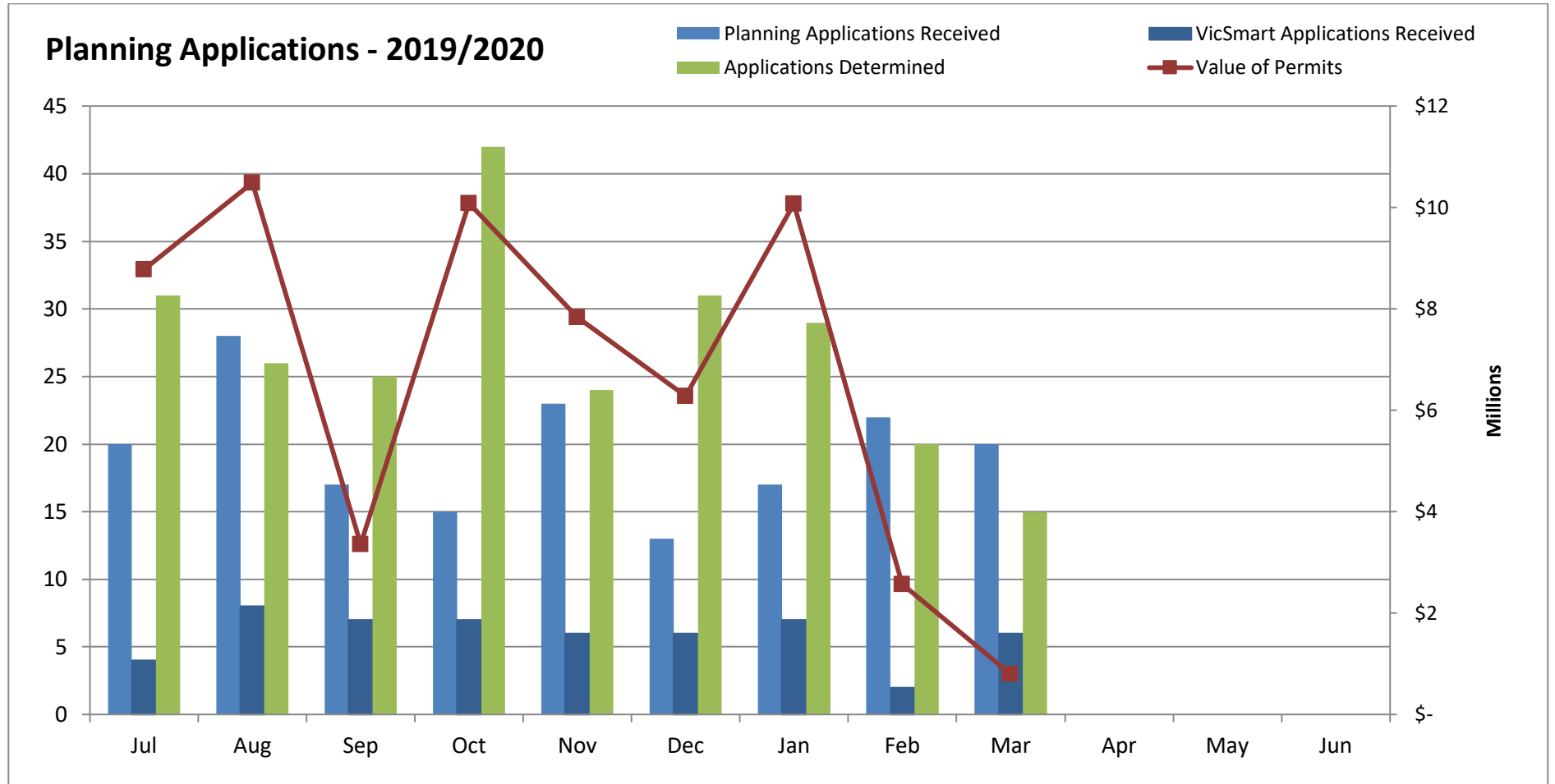
Action	% Complete	Status
2.1.1.1 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Complete	
<p>Under a new formal agreement with landholders, recovered material from road side collection is now repurposed with land owners. This practice has been introduced as an alternative to a wet waste facility.</p>		

Action	% Complete	Status
2.4.1.1 Enhance the level of resource recycling and reuse across the shire.	75.00	
<p>Council has enhanced the use of recovered or reusable materials. Wood chips from tree maintenance are used to garden beds and surplus amounts are made available to community groups for mulching. Road materials recovered from asphalt renewal projects is repurposed in high maintenance areas on gravel roads. Recovered bitumen material from Regional Roads Victoria is also used by Colac Otway Shire on local roads. Colac Otway Shire also collects printer cartridges, mobile phones, CDs, DVDs for recycling. E-waste is also gathered for recycling.</p>		

Action	% Complete	Status
2.3.1.1 Maintain parks and gardens, sports reserves and streetscapes.	75.00	
<p>A program of works has been scheduled for parks, open space, reserves and trees. This is done on a three scale service level Q1-3. Where Q1 is the highest standard.</p> <p>Monthly routine cleaning of the CBD footpaths in Colac has been introduced. Apollo Bay CBD footpaths are cleaned bi-annually and by exception throughout the year.</p>		

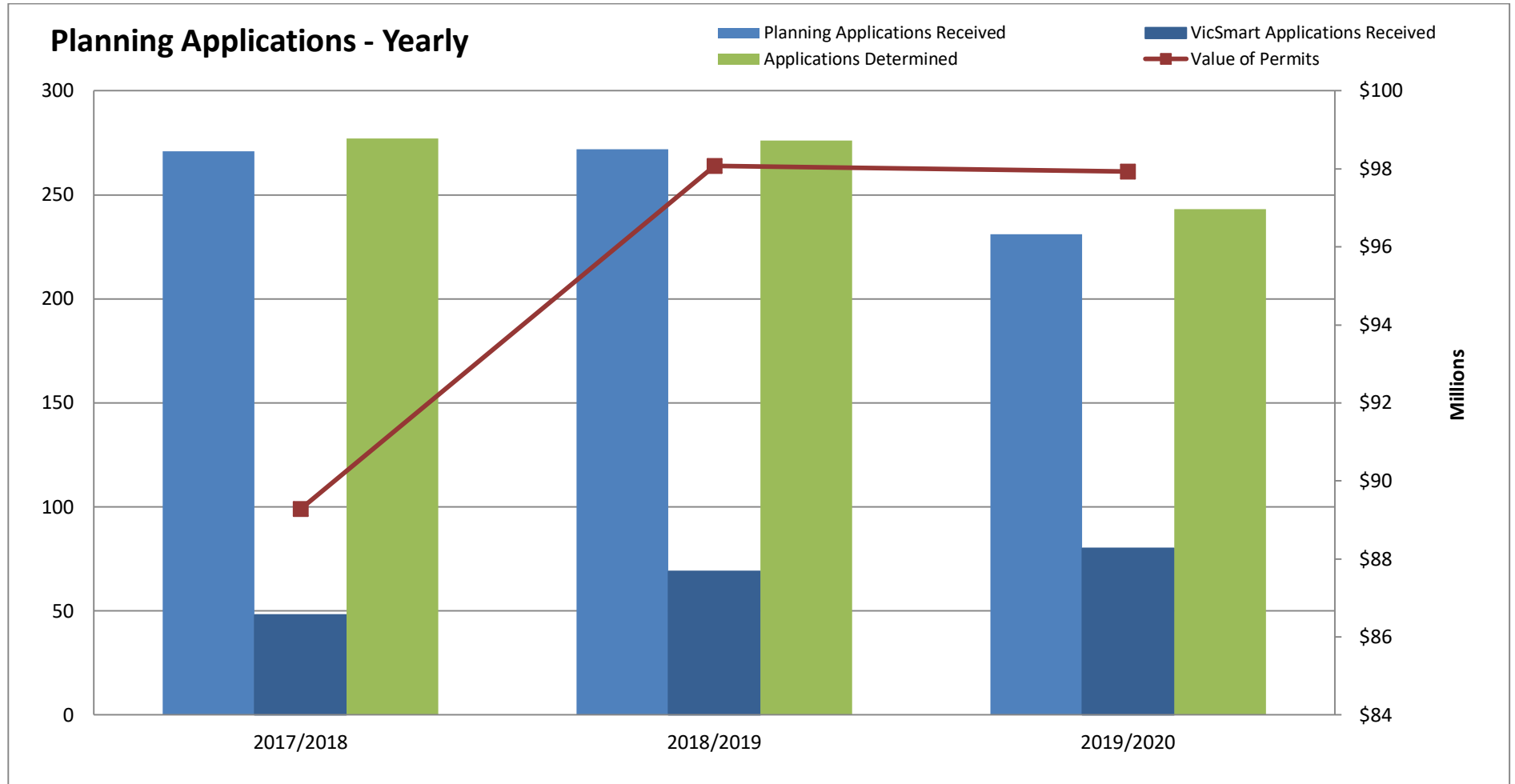
Planning and Building Performance Report

The bar graph below represents the numbers of planning permit applications lodged with Council (non VicSmart applications – blue; VicSmart applications – dark blue), and the number of decisions issued (green) by month. The economic value of lodged planning permit applications is shown in red.



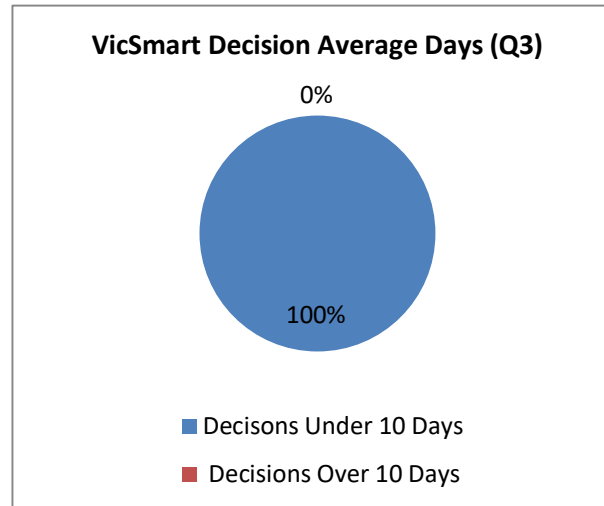
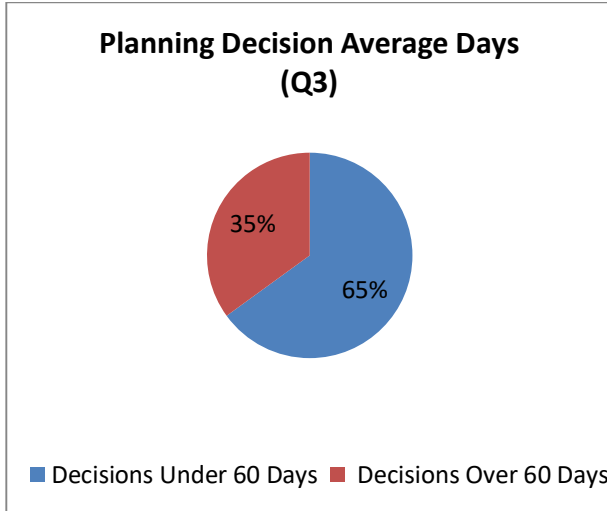
Planning and Building Performance Report

The graph below shows the same information, comparing the number of received planning permit applications and planning decisions issued across different financial years, as well as value of permits. This indicates a reasonably consistent upward trend in building activity year on year.

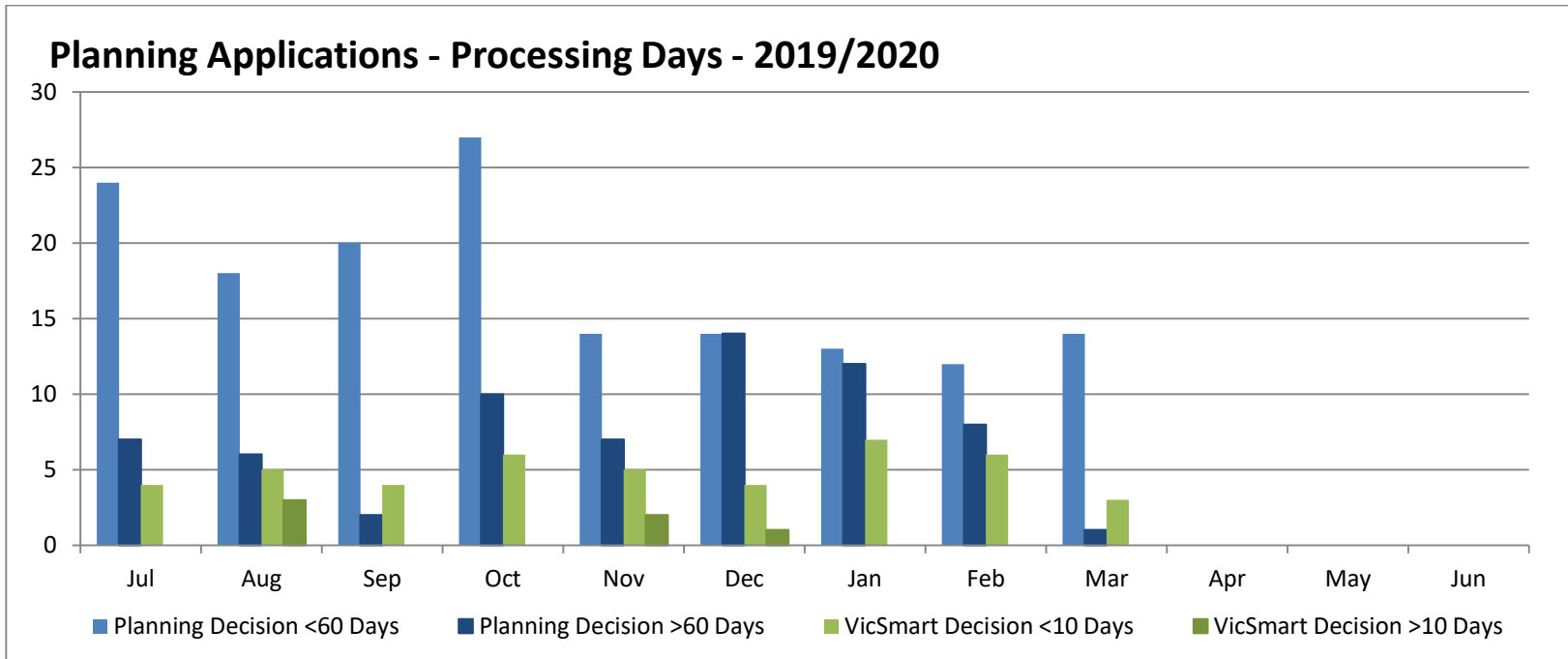


Planning and Building Performance Report

The following graphs show the average days taken to determine planning permit applications in the reported quarter, with decisions issued in the statutory timeframe in blue and decisions issued outside the statutory timeframe in red.

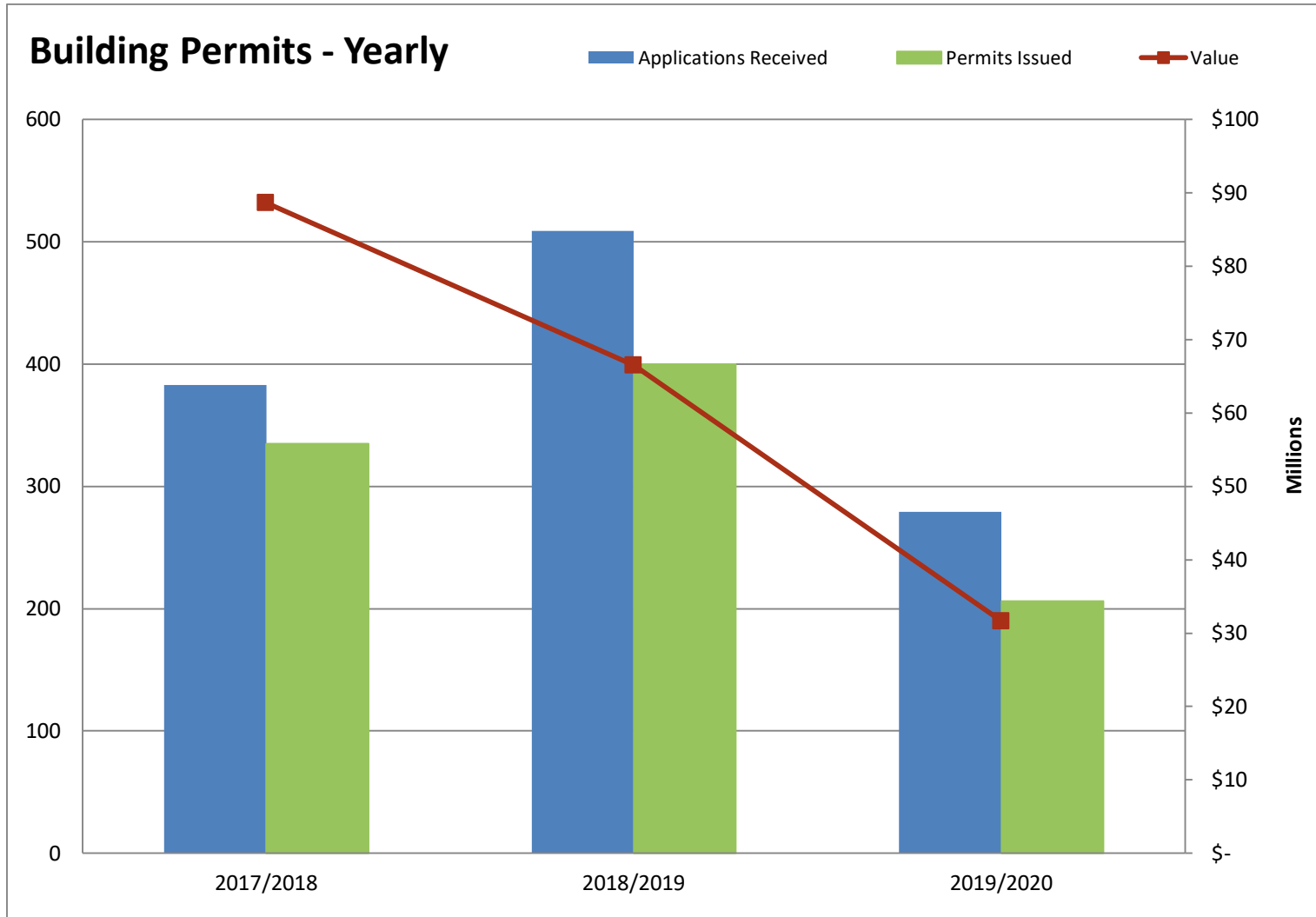


The following graph indicates the average days taken to determine planning permit applications in 2019/20, by month:



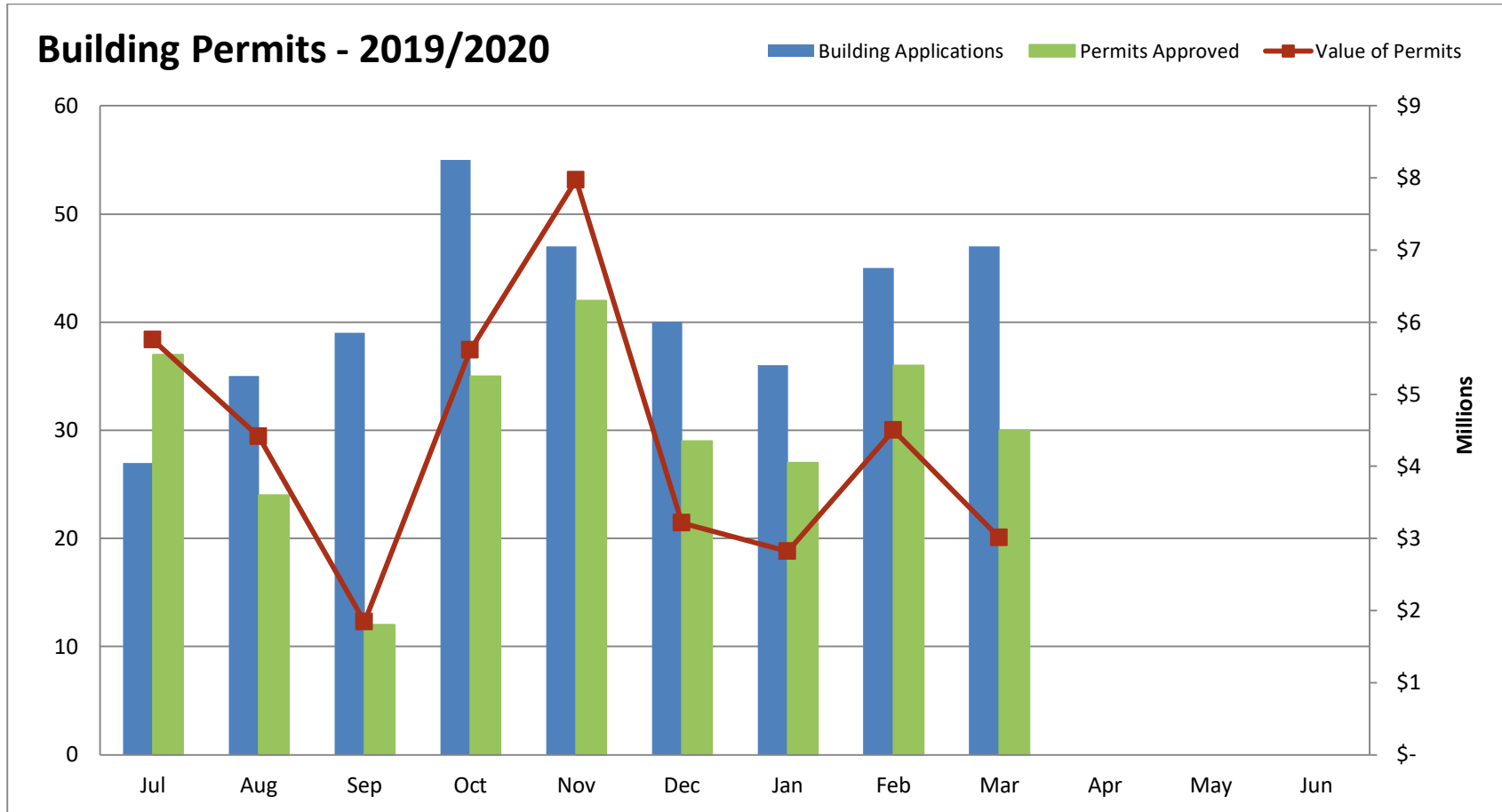
Planning and Building Performance Report

The following graph shows the number of building permit applications (blue) and permits issued (green) by year, as well as the economic value of applications received (red line). **Note this includes all permits issued by private building surveyors as well as Council.**



Planning and Building Performance Report

The following graph shows the number of building permit applications (blue) and permits issued (green) by month, as well as the economic value of applications received (red line).



Planning and Building Performance Report

PLANNING PERMITS OF INTEREST

Amongst the planning permits of note that were issued during this quarter was a permit to convert an existing shed at Tomahawk Creek Road in Pirron Yallock into a processing, packaging and ancillary cool room building, to enable the owners of the existing dairy farm to process their fresh produce onsite and sell direct to the public from the farm. It is also proposed to extend the existing building to provide a tasting and sales area. A part retrospective permit was also issued during this time period for the construction for two dams and three mobile chicken coops at Corangamite Lake Road in Cororooke, which trades under the name 'Chooks at the Rooke'. The egg producing operation will have up to 3,500 free range chickens, which are guarded by rescued Maremma dogs.

A permit was issued for the demolition of the existing building at 252-254 Murray Street in Colac, and the construction of a retail premises (motor cycle display and sales), a reduction in car parking (4 spaces) and the display of business identification signage. The proposed building will be linked internally to the existing motorbike showroom at 256-258 Murray Street.

Two 40m telecommunication monopoles have been approved in Beeac and Ombersley, which will improve telecommunication coverage in those areas.

A small, boutique camping ground, featuring three types of tents, has been supported on the cleared land next to 'Planet Mud' and 'Trees Adventure' in Yeodene. This land also contains the reception area and car park associated with the adventure activities on the neighbouring land. A maximum of 12 tents are permitted. A child care centre was approved in Sinclair Street South, in Elliminyt. That facility will be able to provide care for up to 57 children. The applicant liaised closely with neighbours when developing the proposal, which allowed Council to expedite the application. The permit for a school campus for Ballarat Clarendon College in Old Iluka Access and Great Ocean Road, Yuulong, which Councillors have already been informed about, was also issued during this quarter.

Seven permits were issued during this time period for warehouses and industrial buildings, with the development of Hugh Murray Drive notably progressing.

Three permits for dwellings in the bushfire affected area of Wye River and Separation Creek were issued. Twelve other permits were issued for dwellings during the quarter, with around half of these in coastal areas. Six permits were issued for two and three lot subdivisions, with a six lot subdivision also allowed in Elliminyt. A number of permits were also issued for the re-subdivision of land.

Most other applications during this period were for buildings and works associated with existing dwellings, vegetation removal, agricultural buildings and signage. In addition, of note is the fact that the Statutory Planning Unit has been liaising regularly with the landowner of the proposed quarry at 320 Mooleric Road, Ombersley, with works progressing on site. It is expected that work on the road upgrade will be commencing shortly.