



2026-2027 Action Plan

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Acknowledgement

Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the Traditional Custodians of the Colac Otway region, the land and waterways upon which the activities of the Colac Otway Shire Council are conducted on.

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.

Annual Action Plan

Council Plan 2025-2029

Council formally adopted the Council Plan 2025-2029 at a Council meeting held on October 14 2025. The Council Plan is a document developed in partnership with the community to guide Council's strategic direction over the next four years.

The key issues faced by our community identified through the deliberative engagement process as part of the development of the Council Plan, informs the choice of major projects and activities that Council identifies as its highest priorities.

Community Engagement

Development of the Council Plan 2025-2029 included a comprehensive community engagement process. The engagement process included:

- 13 Focus groups
- 6 pop up sessions across various locations
- 6 drop in sessions
- 4 on line sessions
- Community survey
- Community panel sessions
- Councillor workshops
- Exhibition of the draft Council Plan 2025-2029.

The Community Vision 2050 and Council Plan 2025-2029 is available for download from Council's website, or hard copies are available for viewing at Council offices in Colac and Apollo Bay.

Council Plan 2025-2029 Strategic Themes

There are three themes in the Council Plan:

Theme One: Place

Our Shire boasts a regional city by the lake, coastal towns and riverside villages in which residents and visitors alike enjoy the variety of experiences and services on offer. It is easy and fulfilling to live here, allowing people to lead their best lives.

Theme Two: People

Our Council and community work together to support the growth of our Shire. We make the most of the opportunities that growth presents, with the aim of improving the wellbeing of all who call our Shire home, without losing the local community spirit that makes our region great.

Theme Three: Prosperity

Our Shire is a place of continual improvement and investment, which builds on its strengths and creates new opportunities as it evolves. Visitors stay and play longer, residents enjoy diverse work, while new businesses are drawn here for the variety of opportunities and experiences on offer.

Annual Action Plan

Annual Plan 2026-27

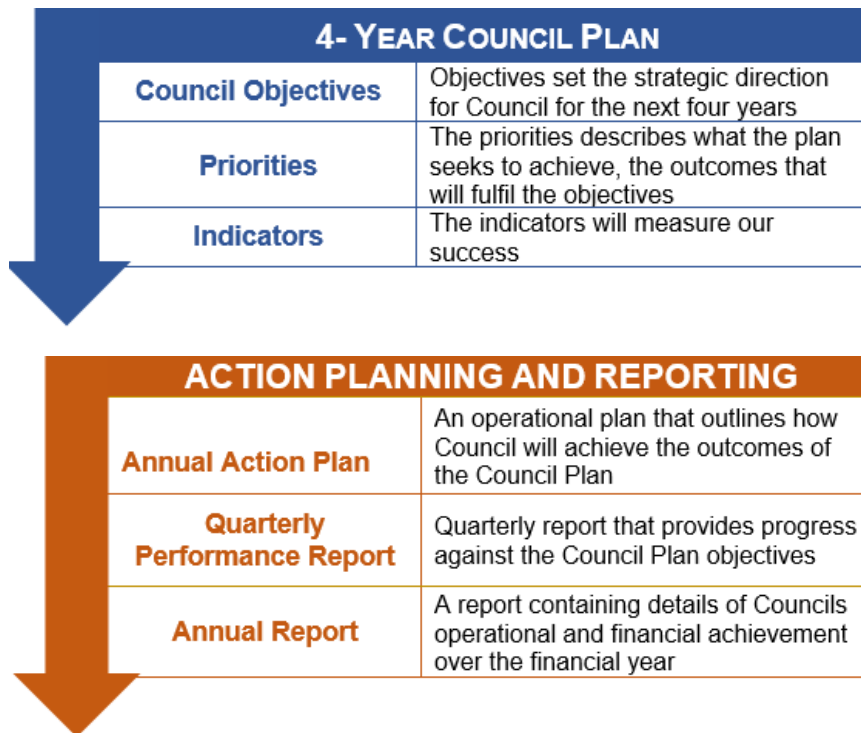
The Annual Plan 2026-27 is an operational plan that outlines how Council will work towards achieving the outcomes of the Council Plan 2025-2029 in the first financial year.

As part of the Council Plan 2025-2029, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

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

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

Integrated Planning Framework



Theme 1 – PLACE

	Four-year Strategies	Year 2 Actions 2026-27	Year 2 Measure
Objective 1: Our Shire is a great place to live, work and belong			
1.1	Enliven and beautify our townships and natural environments	Complete the Apollo Bay Structure Plan Review.	Council adoption of revised Structure Plan.
		Implement the Greenlinks Revegetation program at Barongarook Creek in Colac.	Finalise revegetation works along Barongarook Creek between Murray Street and Forest Street.
		Develop plans for streetscape improvements in Bromfield Street, Colac to align with proposed renewal works.	Detailed designs prepared.
1.2	Enhance our community and social spaces and collaborate with communities to deliver healthy and climate resilient environments	Undertake the Bluewater Leisure Centre Electrification project.	Project completed.
		Upgrade to Robertson Street, Colac playspace	Community consultation completed, construction commenced.
		Prepare designs for the Lake Colac Foreshore Regional Playspace.	- Cultural Heritage Management Plan - Design Development Plan completed
		Colac Bike Park Construction	Detailed design completed, construction commenced.
		Construct a dog park at Colac's Central Reserve.	Construction completed.
		Develop Drainage Policy	Policy adopted.
1.3	Make it safe and easy to get around the Shire	Implement drainage improvements to address flood risk.	Completed works at the corner of Murray and Armstrong Streets, Colac and in Pascoe Street, Apollo Bay
		Install new toilet facilities at the Irrewillipe Recreation Reserve.	Works completed.
		Implement approved road safety upgrades under the State Government's Safer Local Roads and Streets program.	Deliver program within agreed grant milestones.
		Implement a Footpath Extension Program	New sections of urban footpath in locations as per Council decision.

Theme 1 – PLACE

	Four-year Strategies	Year 2 Actions 2026-27	Year 2 Measure
Objective 1: Our Shire is a great place to live, work and belong			
		Implement a Road Upgrade Program for sealing unsealed roads.	Commence implementation.
		Undertake renewal of road infrastructure as part of Council's Asset Renewal program.	- Reconstruction and widening of Swan Marsh Stoneyford Road. - Reconstruction of Deepdene Road. - Completion of Asphalt Overlay, Major Patch, Reseal of Sealed Roads, Resheet of Unsealed Roads and Kerb and Channel Replacement Programs.
1.4	Ensure our region offers a diversity of economic opportunities supported by an array of housing options	Participate in the Colac Otway Adaptable Precincts Project relating to Colac and Apollo Bay, funded by the Federal Government's Regional Precincts and Partnerships program.	Development concepts finalised and planning permits issued by State Government.

Theme 2 – PEOPLE

	Four-year Strategies	Year 2 Actions 2026-27	Year 2 Measure
Objective 2: Our community is vibrant, healthy and supported			
2.1	Work with partners to ensure important services like employment, health, and education are readily available	Support the implementation of Year 2 actions from the Municipal Health and Wellbeing Action Plan.	Number of priority actions progressed by Council and stakeholders.
2.2	Build greater community connection through social, cultural, and recreational opportunities	Prepare designs for the potential redevelopment of Colac's Lake Oval Clubrooms.	Designs completed.
2.3	Identify and advocate for increased support for vulnerable and socially disadvantaged members of our communities, wherever possible	Support local networks that advocate for increased support for vulnerable and socially disadvantaged members of the community	Participate in local network meetings.
2.4	Promote and enable healthy behaviours	This strategy is covered by actions in the Municipal Health and Wellbeing Action Plan and does not have a separate action.	This strategy is covered by actions in the Municipal Health and Wellbeing Action Plan and does not have a separate action.
2.5	Ensure opportunities for greater community connections for multicultural and First Nations groups within our Shire	- Partner with community organisations, and the Colac Multicultural Association to promote programs for multicultural people in the Shire. - Proactively engage with Traditional owner groups to strengthen connections	- Report on Council's support to the community organisations. - Report on engagement with Traditional owner groups

Theme 2 – PEOPLE

Objective 3: Our Council governs progressively and sustainably for all			
3.1	Elevate the efficiency and effectiveness of our Council	Implement Customer Experience improvement program.	Programs live and measures in place.
		Review the four-year Revenue and Rating Plan	Adopted Plan.
		Progress service reviews for priority areas, determined through discussion with Councillors.	As per Council endorsed plan.
		Explore opportunities to dispose of surplus Council land and/or assets.	- Identification and assessment of surplus land and/or assets completed. - Disposal opportunities documented and progressed in line with Council policy and governance requirements.
		Complete the Planning Scheme Review.	Approved by Planning Minister.
		Review Council's Resource Recovery and Waste Strategy.	Determine the future of the transfer station at Alvie.
3.2	Make well-informed, transparent decisions for the betterment of the community through best-practice governance	Implement response provided to the recommendations from the Monitors report.	All recommendations from the Municipal Monitors Final Report have been completed.
		Implement key actions from the revised Domestic Animal Management Plan 2025.	- Investigate increasing the cat curfew to 24 hours. - Review the dogs on leash areas in towns.
3.3	Build and maintain effective working relationships with all levels of government	Advocate to government in accordance with Council's advocacy priorities.	Councillors and officers to actively promote Council priorities in the lead up to the State Government election.

Theme 2 – PEOPLE

Objective 3: Our Council governs progressively and sustainably for all			
3.4	Communicate and engage positively and clearly with the community	Undertake minimum of two Community Conversations at townships across the Shire.	Management Team and Councillors conduct open forums at two small towns in the shire.
		Review Council's Community Engagement Policy.	Adopted Policy.
		Early and effective engagement with the community on emergency preparedness.	Community engagement completed.
3.5	Develop and refine policies that support the health and wellbeing of the community	Implement Council's Gender Equity Action Plan and conduct Gender Impact Assessments to inform Council's policies, programs and services.	% of policies, programs and services informed by a Gender Impact Assessment. - Proportion of Gender Equity Action Plan actions completed on schedule.

Theme 3 – PROSPERITY

	Four-year Strategies	Year 2 Actions in 2026-27	Year 2 Measure
Objective 4: Our economy is growing and diverse, supporting innovation, new businesses and investments			
4.1	Attract business and government investment to stimulate industry and business growth	• Develop a new Economic Development Framework.	• Framework completed and adopted by Council.
		• Develop a Strategy for the Colac Aerodrome.	• Strategy adopted by Council.
		• Develop investment-ready planning and prospectus materials for priority sites.	• Investment prospectus and supporting feasibility / planning documents developed.
4.2	Protect and leverage our traditional agricultural and manufacturing industries to create new economic opportunities, preparing and responding to changes in the natural environment	• Implement outcomes of the Saleyards Review.	• Undertake repairs to Saleyard lighting and matting. • Regular promotion of the saleyards. • Opportunities pursued for increased use of the saleyard that leverages the existing facility.
		• Commence the Rural Housing Policy Review.	• Procurement completed and project commenced.
4.3	Build economic opportunities from local arts, culture, sports, science and technology	• Implement the Public Art program.	• Public Art project delivered.
		• Transition COPACC to a new management arrangement.	• Lease executed and new management model implemented.
4.4	Work with key partners to improve the employability of our residents based on the opportunities and networks available	• Implement relevant actions from the Economic Development Framework.	• Progression of priority actions.

Theme 3 – PROSPERITY

Objective 5: Our tourism industry is thriving, with expanded and interlinked experiences			
5.1	Facilitate the growth and diversification of the visitor economy to increase visitation, length of stay and employment outcomes	Strengthen destination storytelling and visitor messaging for Colac and inland towns.	Suite of visitor content and messaging updated.
5.2	Enhance the promotion of Colac Otway Shire as a destination	In partnership with Great Ocean Road Regional Tourism, undertake a project focussing on Colac and leveraging its important role in the regional visitor economy.	Colac Project campaign rolled out that aligns with Council's broader visitor economy strategies, strengthening connections across the Shire.
5.3	Increase tourism offerings and investment in the Colac Otway Shire through events, products, and attractions	Explore opportunities for activating key public spaces through events and programs.	Development of Event Attraction Prospectus, supported by practical community event management tools, guidelines and templates.
5.4	Improve tourism infrastructure that leverages our natural tourism and recreation assets	Undertake renewal works at the Red Rock scenic lookout.	Complete renewal works.
		Develop a Management Plan for Meredith Park.	Management Plan completed.