

COMMUNITY ENGAGEMENT PROGRAM 2009 – COUNCIL PLAN



24th March 2009

COLAC OTWAY SHIRE COUNCIL PLAN

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COMMUNITY ENGAGEMENT PROGRAM 2009 – Council Plan COLAC OTWAY COUNCIL PLAN

OBJECTIVES

Rob McHenry Consulting was engaged by Colac Otway Shire to formulate and conduct a Community Engagement Program between January and March 2009 (inclusive).

The Objectives of the Program were to:

- To obtain broad and representative **community input** to the development of the Council Plan 2009 to 2013 by:
 - “**Testing**” the draft Strategies in the proposed Council Plan
 - Understanding what people **value**, believe needs **improvement** and the **focus** of Council over the next four years.
- To assist Council to establish Council Plan **priorities**, or things missing (“gaps”) from the Draft Plan and supporting Actions.
- To gain general feedback from the community on **any topics** for the municipality even if Council does not have responsibility for the topic. i.e.: health, telecommunications, main roads, education, water, public transport etc. Note: Council may be able to play a leadership and advocacy role.

METHODOLOGY

The Engagement Program consisted of:

- Eight **Community Forums**. (Attachment One – Summary of Community Forum Attendance)
- An on line **Community Survey** (Attachment Two – On Line Community Survey.pdf)
- Paper based Community Surveys (Attachment Three – Community Survey 05_02_09)

The same questions were used at the Community Forums and for each Survey to ensure consistent data collection.

One hundred and thirty-two people attended the series of eight Community Forums held around the Shire.

An additional Community Forum was conducted in Gellibrand River on 16th March following a request from a community member.

The Community Forums included the sequential provision of basic information about each part the Survey (Key Result Areas) and a summary of known “Challenges” whether municipal wide or Council specific.

An overhead presentation was used to guide the consistent provision of this information to each Community Forum (Attachment Four)

All written Survey and Forum comments have been collated into a “**Register of Community Input**” available from Council in electronic format - CD - by contacting 5232 9455.

The 271 page Register contains the unedited “verbatim” comments of ratepayers. It has been structured to follow the same framework as the Survey and Council Plan and has been presented in four Zones that represent the geographical area of the municipality.

Reading or browsing the “**Register of Community Input**” is a grounding and profound way of understanding the mood of the community at this point in time.

It would be nigh impossible to capture the true essence of community feeling in a summary. There is an undertone of frustration, passion, hope and clear messages from the community to Councillors and the organization.

This Register is a valuable source of information for Councillors and line Managers for specific topic planning (egg Infrastructure) in particular areas of the Shire – it is presented in “Zones” but can be sorted by specific towns, hamlets or districts.

ENGAGEMENT PROGRAM PROMOTION

Ratepayers were invited to participate in the engagement program through:

- 220 direct mail outs of hardcopy surveys to randomly selected resident and non-resident ratepayers
- 157 emails to resident and non-resident ratepayer who have their email address included on the rate data base.
- 456 direct mail outs of invitations to attend a Community Forums or go to the Council website to complete a Survey - to randomly selected resident and non-resident ratepayers
- 73 community and business organizations were emailed an invitation to attend a Community Forums or go to the Council website to complete a Survey – from the Economic Development Unit Database
- 141 community and business organizations were mailed an invitation to attend a Community Forums or go to the Council website to complete a Survey – from the Economic Development Unit Database
- Press Releases, Public Notices were placed for two weeks in the local media including community newspapers
- The Colac Community Hub Inc were engaged to conduct and publicise the Survey at high traffic areas of the main towns in the Shire
- The Colac Community Hub Inc distributed flyers promoting the Community Survey and Forums in the following places:
 - letterboxed half of Colac = approx 3,000 households,
 - Safeway Colac 42
 - Birregurra market 23
 - Colac Lions Market 39
 - All businesses in CBD = approx 250
 - Forrest Neighbourhood House 50 + poster
 - Barwon Downs shop 30 + poster, Gellibrand River Shop 50 + poster, Lavers Hill 30, Barwon Downs 40, Beeac 100+ poster, Birregurra 200+ poster Beech Forest 50, Cororooke shop 20.
 - Direct emailed 80
 - Directly distributed from Community Hub Inc 80

SURVEY CONFIDENCE LEVELS

It must be made perfectly clear that the Survey **IS NOT** a true representative sample of the Colac Otway Shire ratepayers as there was no control over who attended a Forum or completed a Survey.

The results of the Survey and Forums provide an **INDICATION** of ratepayer views at a point in time.

The process was a successful way of engaging with the community at a point in time where the Council Plan had already been developed into a first Draft. This observation is evidence by comments made in final open question of the survey e.g; “I found the forum interesting and well worthwhile”

It is known from comments and observations made at Forums that people were attending because they thought it was the opportunity to promote a particular view e.g Library, development issues such as broiler farms and C29.

The Forums and Survey were designed to capture these views but not allow them to dominate the process – this was achieved by a structured approach to seeking input on the range of topics contained in the DRAFT Council Plan.

Some people who had attended to promote a particular issue commented on the “restrictive” nature of the process whilst numerous others paid compliment to the approach and opportunity to contribute including the way the process did not promote the “squeaky wheel”.

One of the most frequently recorded comments made about the process was a skeptical view, but latent desire that something meaningful come of the whole engagement exercise and that “councillors should stop all their infighting and get on with the job” and “listen”, “more consultation”, work together”.

The overall survey could be regarded to have a reasonable confidence level for two reasons:

1. The “single issue” people openly answered all other questions and, whilst a few took every opportunity to promote an issue such as “Library”, this was a minority and would not have a significant impact on the overall outcome.
2. A significant (but unknown) proportion of surveys and forum attendance was by general ratepayers interested in providing input.

If it is assumed that a representative sample of the Shire was obtained then the following two tables provide response rates, confidence levels and intervals for the two parts of the Survey in:

- The Open Survey Questions – the written responses obtained from full Surveys and Forum Participants.
- The Choice Survey Questions – completed by written Survey respondents and Forum participants

The Open Survey Questions response rate would equate to a 95% Confidence Level with a Confidence Interval of 4.56

A Confident Interval is the statistical variation expected in the answer to a question and is based on a formula that takes the total number of respondents (sample) and compared this to the population size of the survey area.

This Confidence Interval is based on a population estimate of 21,203 at 30 June 2008 and an average of 496 people completing the survey.

A Confidence Level of 4.56 for open questions mean that if 17% of people said “Community Spirit and Development” was the main thing they “like about where they live, work or own property” then you could be 95% confident that between 12.44% to 21.56% (i.e. +/- 4.56) of the population would have made the same response.

The following table shows the response count, response rate and confidence intervals for each of the written or “OPEN” Survey questions.

For each of the questions relating to what people “like”, “do not like” and “Council should be doing” a high response rate of 87.62% was achieved. This resulted in a high confidence interval of 3.74.

Of all the Key Result Area theme areas, Leadership and Governance attracted the highest response rate of 58.5% and Economic Development the lowest with 48.88%. This is most likely due to the perceived complexity of economics and people’s general interest in one over the other. This result is a good example where a survey result needs to be considered in context for Council decision making.

OPEN Survey Questions	Total Started	Response Count	Skipped Question	Response Rate	Confidence Level	Confidence Interval
Profile Questions 1 to 10	759	757	2	99.74%		
Top things you LIKE?	759	665	94	87.62%	95%	3.74
Top things you DO NOT LIKE?	759	665	94	87.62%	95%	3.74
Top things Council should be doing?	759	665	94	87.62%	95%	3.74
One thing Council has achieved or done well?	759	452	307	59.55%	95%	4.56
Improving Leadership and Governance?	759	444	315	58.50%	95%	4.60
Improving Infrastructure and Assets?	759	434	325	57.18%	95%	4.66
Improving Land Use and Development?	759	396	363	52.17%	95%	4.88
Improving Environmental Management?	759	402	357	52.96%	95%	4.84
Improving Economic Development?	759	371	388	48.88%	95%	5.04
Improving Community Health and Wellbeing?	759	377	382	49.67%	95%	5.00
Any other issues, comments or observations?	759	326	433	42.95%	95%	5.39
Totalled Average	759	496	263	65.37%	95%	4.56

The following table shows the response count, response rate and confidence intervals for each of the multiple CHOICE Survey questions where people were asked to rate each of the Draft Strategy statement in the Council Plan.

The response rate decreased for each set of survey questions. This is most likely due to comments that the Strategy statements were “not easy to read and understand” and “Council should be doing them anyway” so people progressively felt less inclined to complete subsequent sections.

The result is still a strong average of 79.65% for a confidence interval of 5.12.

CHOICE Survey Questions	Total Started	Response Count	Skipped Question	Response Rate	Confidence Level	Confidence Interval
KRA Leadership and Governance?	453	384	69	84.77%	95%	4.96
KRA Infrastructure and Assets?	453	372	81	82.12%	95%	5.04
KRA Land Use and Development?	453	356	97	78.59%	95%	5.15
KRA Environmental Management?	453	357	96	78.81%	95%	5.14
KRA Economic Development?	453	353	100	77.92%	95%	5.17
KRA Community Health and Wellbeing?	453	343	110	75.72%	95%	5.25
Totalled Average	453	361	92	79.65%	95%	5.12

PROFILE OF RESPONDENTS

Total Survey and Forum Respondents

A total of 759 Surveys were registered. This total included 453 Surveys that contained a set of quantitative “multiple choice” questions for each of the Strategies associated with the six Key Result Areas of the DRAFT Council Plan.

A further 306 Surveys in were completed that did not include the quantitative choice questions. These surveys used the same questions but were designed to obtain open comments and suggestions in each of the six Key Result Areas of the DRAFT Council Plan.

One Hundred and Thirty-two people (132) attended the series of eight Community Forums.

Gender

Are you?			
Answer Options	Response Frequency	Response Count	ABS 2006 COS Usual Residence
Male	45.3%	344	49.8%
Female	54.5%	414	50.2%
<i>answered question</i>		759	
<i>skipped question</i>		1	

Compared to ABS “Usual Residence” Population Statistics of June 2008, males were underrepresented by 4.5% and Females overrepresented by 4.3%.

Place of Birth

Where were you born?			
Answer Options	Response Frequency	Response Count	ABS 2006 COS Usual Residence
Australia	87.5%	651	87.3%
Overseas	12.5%	93	6.7%
I'm an Indigenous Australian	0.0%	0	0.7%
<i>answered question</i>		744	
<i>skipped question</i>		15	

The Survey sample achieved approximately the same percentage of respondents born in Australia with 87.3% however, the respondents born overseas was 6.7% or nearly half the ABS figure of 12.5%.

No Indigenous Australians completed the Survey. This group makes up 0.7% of the population.

Age Structure

What is your age group?			
Answer Options	Response Frequency	Response Count	ABS 2006 COS Usual
0 - 14 years old	0.0%	0	19.90%
15 - 19 years old	5.8%	44	7.30%
20 - 29 years old	5.2%	39	10.20%
30 - 39 years old	13.5%	102	12.10%
40 - 49 years old	19.2%	145	14.40%
50 - 59 years old	27.1%	205	14.00%
60 - 69 years old	17.7%	134	10.10%
70 - 79 years old	9.2%	70	7.30%
80 + years old	1.8%	14	4.70%
REFUSE TO Disclose	0.5%	4	
<i>answered question</i>		757	
<i>skipped question</i>		2	

The survey did not target people in the 0 to 14 year old age group due to the nature of topics in the survey.

The ages 15 to 29 and 80 plus were underrepresented whilst the 30 to 59 ages were overrepresented.

The largest number of surveys was completed by the 50 to 59

year age group with 27.1%. This is nearly double the statistically representative comparison of 14% as at June 2006.

Household Structures

What is your household structure?			
Answer Options	Response Frequency	Response Count	ABS 2006 COS
Single person living WITHOUT children	13.6%	103	
Single parent living WITH children	3.0%	23	15.1%
Couple living WITHOUT children	41.5%	315	41.1%
Couple living WITH children	33.2%	252	42.3%
OTHER	7.5%	57	
Not disclosed	1.2%	9	
<i>answered question</i>		759	
<i>skipped question</i>		0	

The largest response was from 41.5% of the population as “Couples living without children”. This is close to the ABS figure of 41.1%.

Comparable ABS data is not available for all categories however the survey was

underrepresented by “Single parent with Children” with 3% of respondents in this grouping compared to the ABS Enumerated figure of 15.1%

Relationship to the Shire

Please describe your situation in the Colac Otway Shire by ticking all the statements that apply to you:		
Answer Options	Response Frequency	Response Count
1. Live in the Shire	79.6%	603
2. Own or purchasing property in the Shire	46.0%	349
3. Rent in the Shire	10.9%	83
4. Work in the Shire	49.5%	375
<i>answered question</i>		758
<i>skipped question</i>		1

79.9% of people completing the Survey live in the Shire and 49.5% of people work in the Shire. It can be assumed that the balance of 21.4% of respondents is a combination of people who work in the Shire but live in another municipality OR are non-resident ratepayers.

Time Associated with the Shire

How long have you lived, worked or owned property in the Colac Otway Shire?		
Answer Options	Response Frequency	Response Count
Less than 1 year	2.8%	21
1 year to less than 5 years	8.3%	63
5 years to less than 10 years	13.5%	102
10 years to less than 20 years	21.7%	164
20 years to less than 30 years	19.3%	146
30 years and over	34.5%	261
<i>answered question</i>		757
<i>skipped question</i>		2

Whilst there was a reasonable spread time that people have been living, working or owning property in the Shire, the largest percentage of 34.5% was for people being in the Shire for 30 years or more.

GEOGRAPHICAL ZONES AND RESPONSE RATES

A Zone approach was utilized for the collection and reporting of written information.

It is possible to report the results of the “multiple choice” survey questions for each one but this has not been done because:

- The questions related to Strategic statements that applied right across the municipality
- The number of respondents would have been too low to record a representative sample if reported by Zones

Each town, hamlet or districts was grouped into one of four Zones being:

- Colac Urban
- Rural North
- Rural South
- Coastal and Otways

People were asked to record where they lived, worked or owned property with the priority given to recording where the person LIVED.

The zone approach was used for three reasons:

- To understand any differences in written views, issues and opinions between the geographical locations of the Shire (this is evident in the Survey results)
- Obtain a sample size that was large enough to draw conclusions/assumptions. This could not happen if done on a town by town basis due to the relatively small population numbers (other than for Colac)
- Provide base information for towns, hamlets and districts for operational planning at a later time

Qualitative information in the form of Community Input “Verbatims” are provided in the sister report “**Register of Community Input**” where 9034 individual items have been categorized into themes and registered against each Zone and Town, Hamlet or District.

The following table shows:

- the four ZONES and towns, places within each Zone.
- the frequency and total responses from each town or place and
- how the response rate compared to the estimated population at June 2008.

Colac Urban Zone was 13.2% under-represented for total respondents against the Estimated Population at June 2008. This response rate still provides a minimum Confidence Level of 95% and Confidence Interval of 5.7 due to the significant sample size of 358.

The Coastal and Otway Zone had a 5.7% higher representation mainly due to Apollo Bay with 82 respondents. The Rural South was 4.8% higher and Rural North 1.8% higher than June 2008 Estimated Residential Populations.

CATEGORY LISTING

The 9034 individual written comments were recorded and categorized into the following themes.

See the document “**Register of Community Input**”.

There may be variations in interpretation as to how each comment was categorized. The objective was to keep this variation to a minimum by having one person complete all categorization.

NO:	CATEGORIES
1	Leadership and Governance- General
1.1	Population or Demography
1.2	Finance Management General
1.2e	Finance Management - Expenses
1.2r	Finance Management - Rates
1.3	Council Governance and Processes
1.3a	Council Advocacy
1.3c	Council and Councillor specific
1.3d	Council Planning and Decision Making
1.3e	Community Engagement
1.3ec	Communications
1.3p	Council Processes General
1.3s	Council Staff
1.4	Risk, Fire and Emergency Response
1.5	Vision, Leadership, Partnerships & Change
1.6	Local Laws, Compliance, Regulations
2	Infrastructure and Assets- General
2.1	Location and Access to Coast and Towns
2.2	Council Infrastructure - All
2.2.1	Infrastructure - Roads
2.2.2	Infrastructure - Drainage
2.2.3	Infrastructure Towns, Parks, Open Space
2.2.3c	Urban Cleanliness
2.2.4	Paths and Trails
2.3	Other Transport and Infrastructure
2.3.1	Highways and State Infrastructure
2.3.1b	Bypass Around Colac
2.3.1ph	Princes Hwy Upgrade
2.3.2	Public Transport
2.3.3	State Assets egg Housing
2.4	Infrastructure Strategy, Planning, Management
3	Land Use and Development- General
3.1	Town Centres, Streetscapes & Urban Amenity
3.1e	Town Entries
3.2	Land Use Planning & Decision Making

NO:	CATEGORIES
3.2c	Land Use C29 - Great Ocean Green
3.2p	Land Use Processing or Performance
3.2s	Land Use – Sustainability
3.3	Traffic
3.4	Parking
4	Environment- General
4.1	Biodiversity - Pest, Plants, Animals
4.1f	Feral Animals
4.1w	Weeds
4.2	Climate
4.3	Water
4.4	Natural Resources - Air Quality, Emissions, Energy, Waste
4.4e	Energy
4.4p	Emissions or Pollution
4.4w	Waste Management
4.5	Lake Colac
4.7.e	Education and Learning
4.6	Habitats - waterways, coastal, forests
4.6c	Coastal Habitats
4.6l	Logging
4.6w	Waterways
4.7	Environment Management, Advocacy, Partnerships
4.7.a	Environment ACTIONS
4.7.p	PLANNING Related
4.7n	Environment Negative Comment
5	Economy- General
5.1	Industry Performance and Development
5.1a	Industry - Agriculture
5.1t	Industry - Tourism
5.2	Cost of Living, Standard of Living
5.3	Jobs, Labour, Skills
5.4	Economic Management, Advocacy, Partnerships
5.4p	Economy - Promotion and Marketing
6	Community Health & Wellbeing - General
6.1	Community Spirit and Development
6.2	Country Lifestyle, relaxed and quiet
6.3	Safety
6.4	Community Services & Facilities - General
6.4.1	General, retail and professional services
6.4.4g	Sport and Recreation - Golf
6.4.4pa	Pool Apollo Bay
6.4.4pc	Pool Colac
6.4.4ph	Pool Hydrotherapy
6.4.5	Youth
6.4.6	Utilities
6.4.6p	Power (Electricity)
6.4.6s	Sewerage
6.4.6t	Telecommunications
6.4.6tv	Television Reception
6.4.2	Health Services
6.4.7	Community Services

NO:	CATEGORIES
6.4.7ac	Aged Care
6.4.7cc	Child Care
6.4.7f	Families
6.4.7l	Library General Comment
6.4.7ln	Library – New option NOT supported
6.4.7lp	Library - New option supported
6.5g	Gambling
6.4.2hp	Health Promotion and Awareness
6.4.3	Education Services

NO:	CATEGORIES
6.4.4	Sport, Recreation, Arts, Culture, Events
6.4.4a	Arts
6.4.4co	COPACC
6.4.4e	Community Events
6.5	Community Disadvantage
6.6	Housing - Cost or Availability
7	Other

SUMMARY OF SURVEY RESULTS

“Multiple Choice” Questions on DRAFT Council Plan Strategies

A set of DRAFT Council Plan Strategy statements was provided for each Key Result Area and participants were asked to rate each statement as either: HIGH Importance, MEDIUM, LOW or NO Importance.

The following table provides an overall summary of ratings for each of the six Key Result Areas:

Key Result Areas	Highest Average Rating	Lowest Average Rating	Rating Average	Response Count	Skipped Question	Response Rate
Leadership and Governance	1.19	1.61	1.35	384	69	84.77%
Infrastructure and Assets	1.24	1.55	1.37	372	81	82.12%
Land Use and Development	1.34	1.64	1.43	356	97	78.59%
Environmental Management	1.30	1.75	1.49	357	96	78.81%
Economic Development	1.33	1.64	1.46	353	100	77.92%
Community Health and Wellbeing	1.27	1.62	1.40	343	110	75.72%
Totalled Average	1.28	1.64	1.42	361	92	79.65%

Full results for each Key Result Area are included later in this report.

Leadership and Governance was regarded as the highest average importance to the community with an average rating of 1.35. This theme flows through this report where Council decision making, engagement, process and financial management are prominent.

Environment Management had the lowest average rating with 1.49. This is still a relatively high rating as 1.49 is equivalent to being regarded by the community as half way between High and Medium Importance. The result was in contrast to the question about what people value about where they live, work or own property. Collectively, environment, climate, habitat and natural resources rated as the fourth highest in for this question.

Written “Open Input” Questions

The following table aggregates all 9034 comments and written responses, whether positive or negative.

Whilst most benefit will come from looking at specific Zones, this table shows the overall variation in themes and topics across the municipality eg:

- While “Infrastructure Roads” was the equal highest mentioned topic across the municipality at 4.6%, it was predominantly an issue for the Rural North at 7.7% and less of an issue for the higher populated area of Colac Urban at 3.7%.
- The most mentioned topic for Colac Urban was Lake Colac (5.9%) , Rural South was Community Spirit and Development (5.1%) , Coast Otways was Town Centres, Streetscapes and Urban Amenity (5.3%).
- Water (3.2%) and Risk, Fire and Emergency Response (2.9%) featured commonly for the Rural South compared to the overall rating.
- Waste Management (3.5%) feature more significantly for the Coast Otways than the overall rating.
- Youth (2.6%) was mentioned more often in the Colac Urban zone than all other zones.

	Combined Response to all Questions									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	9034	100%	4057	44.9%	1290	14.3%	1865	20.6%	1822	20.2%
CATEGORIES										
Infrastructure Roads	419	4.6%	152	3.7%	99	7.7%	89	4.8%	79	4.3%
Community Spirit and Development	416	4.6%	163	4.0%	77	6.0%	96	5.1%	80	4.4%
Community Engagement	404	4.5%	187	4.6%	72	5.6%	74	4.0%	71	3.9%
Country Lifestyle, relaxed, quiet and serenity	374	4.1%	138	3.4%	58	4.5%	94	5.0%	84	4.6%
Town Centres, Streetscapes & Urban Amenities	364	4.0%	176	4.3%	40	3.1%	52	2.8%	96	5.3%
Lake Colac	305	3.4%	240	5.9%	32	2.5%	32	1.7%	1	0.1%
Location and Access to Coast and Towns	266	2.9%	140	3.5%	44	3.4%	47	2.5%	35	1.9%
Sport, Recreation, Arts, Culture, Events	235	2.6%	121	3.0%	37	2.9%	31	1.7%	46	2.5%
Council and Councillor specific	224	2.5%	115	2.8%	24	1.9%	33	1.8%	52	2.9%
Land Use Planning & Decision Making	215	2.4%	55	1.4%	30	2.3%	43	2.3%	87	4.8%
Council Planning and Decision Making	194	2.1%	81	2.0%	25	1.9%	48	2.6%	40	2.2%
Youth	177	2.0%	107	2.6%	23	1.8%	29	1.6%	18	1.0%
Infrastructure Towns, Parks, Open Space	174	1.9%	88	2.2%	36	2.8%	28	1.5%	22	1.2%
Land Use Processing or Performance	162	1.8%	69	1.7%	19	1.5%	43	2.3%	31	1.7%
Finance Management - Expenses	158	1.7%	78	1.9%	22	1.7%	34	1.8%	24	1.3%
Waste Management	157	1.7%	50	1.2%	17	1.3%	27	1.4%	63	3.5%
Water	155	1.7%	55	1.4%	24	1.9%	60	3.2%	16	0.9%
Vision, Leadership, Partnerships & Change	154	1.7%	83	2.0%	22	1.7%	25	1.3%	24	1.3%
Risk, Fire and Emergency Response	154	1.7%	30	0.7%	23	1.8%	55	2.9%	46	2.5%
Health	153	1.7%	73	1.8%	17	1.3%	19	1.0%	44	2.4%
Economic Management, Advocacy, Partnerships	143	1.6%	64	1.6%	26	2.0%	32	1.7%	21	1.2%

What are the TOP THREE things you LIKE about where you live, work or own property?

What are the TOP THREE things you LIKE about where you live, work or own property?			
Answer Options	Response Frequency	Response Count	Response Rate
1. Personal Input	100.0%	665	
2. Personal Input	84.1%	559	
3. Personal Input	69.2%	460	
	<i>answered question</i>	665	87.6%
	<i>skipped question</i>	94	

This question captures the things people value about the place they live, work or own property. It does not attempt to judge whether they are in place and performing to expectations.

The results can be used to test

consistency for the current Vision for the Shire of “Council will work together with our community to create a sustainable, vibrant future”.

The peace and quiet of a relaxed country lifestyle was the overall most frequently mentioned topic at 22.7% and this was also the highest rated topic for the Rural North, South and Coastal Otways.

Community spirit and development (16%) rated as the second highest overall and includes a range of elements such as being close to family and friends, the safe and friendly outlook of people and feeling supported.

Location to the Coast, Towns and places like Geelong, Melbourne was the highest rating for Colac Urban (14.7%) and second highest for both Rural Zones but not as important for the Coastal Otway Zone (7.5%).

	What are the top three things you like about where you live, work or own property?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	1613	100%	727	45%	232	14%	333	21%	321	20%
CATEGORIES										
Country Lifestyle, relaxed, quiet and serenity	366	22.7%	132	18.2%	58	25.0%	94	28.2%	82	25.5%
Community Spirit and Development	258	16.0%	109	15.0%	40	17.2%	58	17.4%	51	15.9%
Location and Access to Coast and Towns	237	14.7%	133	18.3%	42	18.1%	38	11.4%	24	7.5%
Town Centres, Streetscapes & Urban Amenity	103	6.4%	55	7.6%	14	6.0%	16	4.8%	18	5.6%
Environment	97	6.0%	15	2.1%	10	4.3%	31	9.3%	41	12.8%
Habitats - waterways, coastal, forests	61	3.8%	8	1.1%	2	0.9%	13	3.9%	38	11.8%
Sport, Recreation, Arts, Culture, Events	48	3.0%	24	3.3%	7	3.0%	7	2.1%	10	3.1%
Climate	48	3.0%	15	2.1%	5	2.2%	12	3.6%	16	5.0%
Safety	48	3.0%	27	3.7%	7	3.0%	5	1.5%	9	2.8%
General, retail and professional services	35	2.2%	28	3.9%	5	2.2%	2	0.6%		
Community Services and Facilities - General	34	2.1%	24	3.3%	6	2.6%	4	1.2%		
Jobs, Labour, Skills	28	1.7%	13	1.8%	6	2.6%	6	1.8%	3	0.9%
Education	25	1.5%	19	2.6%	1	0.4%	3	0.9%	2	0.6%
Natural Resources - Air Quality, Emissions, Energy	24	1.5%	5	0.7%	1	0.4%	11	3.3%	7	2.2%
Health	22	1.4%	17	2.3%	1	0.4%	1	0.3%	3	0.9%
Infrastructure Towns, Parks, Open Space	19	1.2%	14	1.9%	2	0.9%	3	0.9%		0.0%
Community Services	16	1.0%	11	1.5%	2	0.9%	3	0.9%		
Water	15	0.9%	6	0.8%	4	1.7%	3	0.9%	2	0.6%

The Environment and Habitats including waterways, coastal and forest areas rated highly for Coastal Otways with a combined 24.6%.

Town Centres, Urban Amenity and Streetscapes are important to all Zones but particularly Colac with 7.6%.

Written comments for this section include: “Colac is what I like – hour to coast, Geelong, Ballarat and Warrnambool; Beautiful landscape and environmental surrounds; Great community spirit; Great area to bring up children”.

What are the TOP THREE things you DO NOT LIKE about where you live, work or own property?

What are the TOP THREE things you DO NOT LIKE about where you live, work or own property?			
Answer Options	Response Frequency	Response Count	Response Rate
1. Personal Input	100.0%	665	
2. Personal Input	73.7%	490	
3. Personal Input	56.2%	374	
answered question		665	87.6%
skipped question		94	

This question starts to look at areas for improvement with Roads Infrastructure (10.3%) the overall highest and particularly so for the two Rural Zones.

Lake Colac (8.3%) was clearly the highest area for improvement for Colac

Urban followed by Roads (6.9%), Town Centres (6.1%) and Traffic (5.6%). Town Centres and Streetscapes featured highly for all Zones and Public Transport was higher for each of the Rural Zones.

	What are the top three things you do not like about where you live, work or own property?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	1427	100%	638	45%	200	14%	283	20%	306	21%
CATEGORIES										
Infrastructure Roads	147	10.3%	44	6.9%	34	17.0%	35	12.4%	34	11.1%
Town Centres, Streetscapes & Urban Amenity	85	6.0%	39	6.1%	11	5.5%	11	3.9%	24	7.8%
Lake Colac	61	4.3%	53	8.3%	6	3.0%	2	0.7%		0.0%
Traffic	50	3.5%	36	5.6%	3	1.5%	6	2.1%	5	1.6%
Public Transport	48	3.4%	18	2.8%	10	5.0%	11	3.9%	9	2.9%
Council and Councillor specific	46	3.2%	29	4.5%	3	1.5%	7	2.5%	7	2.3%
Vision, Leadership, Partnerships & Change	46	3.2%	25	3.9%	6	3.0%	6	2.1%	9	2.9%
Safety	44	3.1%	34	5.3%	2	1.0%	5	1.8%	3	1.0%
Infrastructure Towns, Parks, Open Space	43	3.0%	20	3.1%	9	4.5%	7	2.5%	7	2.3%
Cost of Living, Standard of Living	41	2.9%	24	3.8%	5	2.5%	2	0.7%	10	3.3%
Sport, Recreation, Arts, Culture, Events	40	2.8%	27	4.2%	5	2.5%	4	1.4%	4	1.3%
Land Use Planning & Decision Making	36	2.5%	5	0.8%	4	2.0%	13	4.6%	14	4.6%
Finance Management General	36	2.5%	13	2.0%			11	3.9%	12	3.9%
Risk, Fire and Emergency Response	33	2.3%	2	0.3%	6	3.0%	16	5.7%	9	2.9%
Local Laws, Compliance, Regulations	33	2.3%	12	1.9%	4	2.0%	8	2.8%	9	2.9%
General, retail and professional services	31	2.2%	16	2.5%	5	2.5%	5	1.8%	5	1.6%
Community Spirit and Development	27	1.9%	16	2.5%	6	3.0%	2	0.7%	3	1.0%
Youth	27	1.9%	16	2.5%	5	2.5%	3	1.1%	3	1.0%
Jobs, Labour, Skills	27	1.9%	13	2.0%	4	2.0%	8	2.8%	2	0.7%
Telecommunications	27	1.9%			3	1.5%	18	6.4%	6	2.0%
Location and Access to Coast and Towns	26	1.8%	6	0.9%			9	3.2%	11	3.6%
Natural Resources - Air Quality, Emissions, Energy, Health	26	1.8%	4	0.6%	9	4.5%	9	3.2%	4	1.3%
Highways and State Infrastructure	25	1.8%	12	1.9%	6	3.0%	1	0.4%	6	2.0%
Highways and State Infrastructure	25	1.8%	17	2.7%	3	1.5%	3	1.1%	2	0.7%
Community Disadvantage	25	1.8%	22	3.4%	3	1.5%				
Waste Management	21	1.5%	2	0.3%	2	1.0%	7	2.5%	10	3.3%
Education	21	1.5%	14	2.2%	1	0.5%	5	1.8%	1	0.3%
Industry Performance and Development	19	1.3%	9	1.4%			3	1.1%	7	2.3%
Habitats - waterways, coastal, forests	18	1.3%	6	0.9%	2	1.0%	4	1.4%	6	2.0%

Telecommunications (6.4%) – the availability of telephones and broadband - stood out as the second highest issue in the Rural South (particularly in the Gellibrand area) as did Risk Fire and Emergency Response. (5.7%)

Two areas of Council operations stood out in the Coastal Otways with Land Use Planning (4.6%) and Financial Management (3.9%) featuring as the 3rd and 4th highest areas for improvement respectively.

Written comments for this section include: “The entrance into the town from either direction - not attractive at all; Town streetscape is shocking and uninviting; Condition of lake & surrounding grounds; limited 3G, wifi and high speed broadband access with distance from Highway #1; Fear of wildfire; Lack of maintenance - roads and roadsides”

What do you think are the TOP THREE THINGS that Council should be doing?

What do you think are the TOP THREE THINGS that Council should be doing over the next four years?			
Answer Options	Response Frequency	Response Count	Response Rate
1. Personal Input	100.0%	665	
2. Personal Input	82.6%	549	
3. Personal Input	68.0%	452	
<i>answered question</i>		665	87.6%
<i>skipped question</i>		94	

This question reinforced Roads as the overall area for improvement for all Zones except Colac Urban where Lake Colac was clearly the highest priority with 14.1% and Rural North where it was second highest with 6.3%.

Youth (4.9%) related issues emerged as the third highest area for Colac Urban with youth programs, services, activities, jobs and education all featuring in comments.

Council related topics such as Vision, Leadership, Land Use Planning and Finance Management featured across all Zones with Land Use Planning being the second highest in Coastal Otways with 8.3% and numerous comments for and against proposed harbor and great ocean greens development.

If the two Finance Management areas of “rates (2%)” and “expenses (3.5%)” were to be combined then this topic would be the 3rd highest area Council should be working on over the next four years.

The topic of Library was broken into three groupings with overall results being General comments (1.5%), For the Library proposal (1.3%) and against the Library proposal (1.5%). For Colac Urban specific the result was General (1.9%), For (2.3%) Against (1.4%). It was somewhat difficult to understand whether some comments were for or against the proposed joint use library however it was clear that people are keen to see the issue resolved quickly. This topic could benefit from further analysis of results eg: age and location profiling including categorization by a content expert.

Water featured as an area of focus for the Rural South and this included protecting the water supply by stopping groundwater removal and the role of Council in advocating to the water authority on behalf of the community.

For Coastal Otway, town centres (4.8%), paths and trails (4.5%) featured as the 3rd and 4th highest Whilst waste management did not feature in other Zones, it did in Coastal Otways (3.5%) with most comments being around a waste transfer centre.

Written comments for this section include: *“Greater spending on roads; doing something about the lake; Support the Young People in this community; Urgently sort out the Beechy Centre/Library mess - get back to basics; Stop Barwon Water removing our most precious groundwater; Getting the municipality going by focusing on/leading big issues effecting the municipality; Use common sense and don't waste our money - spend wisely; Stop poor ad hock planning decisions, Be more proactive to development”*

	What are the top three things Council should be working on over the next four years?									
	Overall		Colac Urban		Rural North		Rural South		Coast & Otways	
Total Answered Question	1583	100%	736	46%	222	14%	311	20%	314	20%
CATEGORIES										
Infrastructure Roads	156	9.9%	61	8.3%	38	17.1%	30	9.6%	27	8.6%
Lake Colac	134	8.5%	104	14.1%	14	6.3%	15	4.8%	1	0.3%
Town Centres, Streetscapes & Urban Amenity	60	3.8%	29	3.9%	8	3.6%	8	2.6%	15	4.8%
Finance Management - Expenses	56	3.5%	27	3.7%	7	3.2%	14	4.5%	8	2.5%
Land Use Planning & Decision Making	55	3.5%	11	1.5%	7	3.2%	11	3.5%	26	8.3%
Youth	54	3.4%	36	4.9%	6	2.7%	7	2.3%	5	1.6%
Vision, Leadership, Partnerships & Change	45	2.8%	26	3.5%	5	2.3%	9	2.9%	5	1.6%
Infrastrurure Towns, Parks, Open Space	42	2.7%	15	2.0%	10	4.5%	9	2.9%	8	2.5%
Sport, Recreation, Arts, Culture, Events	39	2.5%	19	2.6%	9	4.1%	7	2.3%	4	1.3%
Community Engagement	38	2.4%	17	2.3%	7	3.2%	5	1.6%	9	2.9%
Water	38	2.4%	8	1.1%	11	5.0%	17	5.5%	2	0.6%
Council and Councillor specific	37	2.3%	21	2.9%	5	2.3%	3	1.0%	8	2.5%
Finance Management - Rates	32	2.0%	9	1.2%	3	1.4%	9	2.9%	11	3.5%
Paths and Trails	30	1.9%	12	1.6%	1	0.5%	3	1.0%	14	4.5%
Traffic	29	1.8%	21	2.9%	3	1.4%		0.0%	5	1.6%
ByPass	28	1.8%	25	3.4%	3	1.4%		0.0%		0.0%
Parking	27	1.7%	17	2.3%	1	0.5%	1	0.3%	8	2.5%
Risk, Fire and Emergency Response	26	1.6%	1	0.1%	9	4.1%	7	2.3%	9	2.9%
Community Spirit and Development	25	1.6%	9	1.2%	6	2.7%	5	1.6%	5	1.6%
Princes Hwy Upgrade	25	1.6%	13	1.8%	3	1.4%	8	2.6%	1	0.3%
Council Planning and Decision Making	24	1.5%	10	1.4%		0.0%	12	3.9%	2	0.6%
Land Use Processing or Performance	24	1.5%	9	1.2%	1	0.5%	6	1.9%	8	2.5%
Library - No	24	1.5%	10	1.4%	1	0.5%	9	2.9%	4	1.3%
Public Transport	23	1.5%	12	1.6%		0.0%	9	2.9%	2	0.6%
Council Infrastructure - All	23	1.5%	10	1.4%	3	1.4%	2	0.6%	8	2.5%
Jobs, Labour, Skills	23	1.5%	9	1.2%	4	1.8%	6	1.9%	4	1.3%
Library General Comment	23	1.5%	14	1.9%	2	0.9%	5	1.6%	2	0.6%
Waste Management	21	1.3%	7	1.0%	1	0.5%	2	0.6%	11	3.5%
Drainage	21	1.3%	5	0.7%	5	2.3%	6	1.9%	5	1.6%
Library - Pro	21	1.3%	17	2.3%	3	1.4%	1	0.3%		0.0%
Industry Performance and Development	20	1.3%	15	2.0%	1	0.5%	4	1.3%		0.0%
Education	20	1.3%	12	1.6%	3	1.4%	3	1.0%	2	0.6%
Tourism	19	1.2%	5	0.7%	4	1.8%	4	1.3%	6	1.9%
Local Laws, Compliance, Regulations	16	1.0%	6	0.8%	2	0.9%	3	1.0%	5	1.6%

Can you name one thing Council does well or has achieved?

Can you name one thing Council does well or has achieved?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	452	59.6%
<i>skipped question</i>	307	

This question was included to see if there were any stand out topics that have ‘broken through’ to the community or positively altered perceptions.

The first observation is that the response rate dropped from 87% with the previous questions to 59.6% for this question. In addition, the majority of people (12.9%) took the opportunity to pass negative comments such as “well it fights well”, “spend money on consultants”, “give themselves a big pay rise”.

10% of respondents simply stated “No” or “no way”

Of the legitimate responses, Community Engagement (7.3%) was the overall most frequent comment followed by economic management and the value of the COPACC facility.

Sports, Culture, Arts and Events were the highest level of recall for people in the Rural North followed by Town, Park and Open Space Infrastructure.

Developing communities at 6.5% (which includes Small Town Improvement Program and Grants) was recognized by people in the Rural South as their 3rd highest achievement for Council. This was closely followed by Community services (5.4%) and paths and trails (5.4%).

Land Use Planning and decision making (4.9%) rated relatively highly for Coastal Otway.

	Can you name one thing Council does well or has achieved?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	449	100%	210	47%	65	14%	93	21%	81	18%
CATEGORIES										
Negative Comment	58	12.9%	23	11.0%	5	7.7%	13	14.0%	17	21.0%
No Comment Deliberate	45	10.0%	22	10.5%	7	10.8%	9	9.7%	7	8.6%
Community Engagement	33	7.3%	16	7.6%	4	6.2%	7	7.5%	6	7.4%
Economic Management, Advocacy, Partnerships	32	7.1%	17	8.1%	5	7.7%	9	9.7%	1	1.2%
COPACC	27	6.0%	15	7.1%	3	4.6%	7	7.5%	2	2.5%
Sport, Recreation, Arts, Culture, Events	24	5.3%	8	3.8%	6	9.2%	5	5.4%	5	6.2%
Infrastrucre Towns, Parks, Open Space	20	4.5%	11	5.2%	5	7.7%			4	4.9%
Council and Councillor specific	18	4.0%	9	4.3%	4	6.2%	1	1.1%	4	4.9%
Public Transport	17	3.8%	11	5.2%	2	3.1%	1	1.1%	3	3.7%
Infrastructure - Roads	16	3.6%	7	3.3%	2	3.1%	5	5.4%	2	2.5%
Waste Management	12	2.7%	6	2.9%	2	3.1%	1	1.1%	3	3.7%
Community Spirit and Development	12	2.7%	3	1.4%	2	3.1%	6	6.5%	1	1.2%
Council Staff	11	2.4%	4	1.9%	2	3.1%	3	3.2%	2	2.5%
Library - Pro	10	2.2%	8	3.8%			2	2.2%		
Community Services	8	1.8%			2	3.1%	5	5.4%	1	1.2%
Families	8	1.8%	6	2.9%	2	3.1%				
Paths and Trails	7	1.6%	1	0.5%			5	5.4%	1	1.2%
Princes Hwy Upgrade	7	1.6%	7	3.3%						
Communications	6	1.3%	1	0.5%	1	1.5%	2	2.2%	2	2.5%
Town Centres, Streetscapes & Urban Amenity	6	1.3%	1	0.5%	1	1.5%	1	1.1%	3	3.7%
Land Use Planning & Decision Making	6	1.3%	1	0.5%			1	1.1%	4	4.9%

Written comments for this section include: “A community survey is a step in the right direction. Listening to the community is important; Helping to secure funding for Highway; Increased bus service to Apollo Bay; Garbage collections; Saving the abattoirs; promoting Colac to wider community; Building an arts and cultural centre COPACC; Helped save child care centre; Assisted with sewerage system for Birregurra; Small town plans; Financial Help to Recreation Reserves and Halls”

Using the Survey to Establish Priorities and Supporting Actions

The following six sections summarise survey results for the Key Result Areas of the Council Plan.

How the survey is interpreted and used to determine priorities, supporting actions and resource allocation must be the decision of Council and management.

The role and purpose of surveying and conducting community forums is to provide information to assist planning and decision making.

It is important for Council and management to use survey information for planning and decision making because:

- Interpretation of information must happen with the people who have the local knowledge and wider background information.
- There are numerous other decision points and issues that need to be taken into account when setting priorities and resource allocation – this was made extremely clear to people attending Community Forums.

The results from this survey could be used to determine the priority order the Strategies appear in the final Council Plan.

People were asked to rate proposed Strategies as one of High, Medium, Low or No Importance.

As a minimum, the survey results should be used to question and determine if there are appropriate **actions** in place to support the strategies and therefore address the priorities raised by the community.

An example of this is where there are four actions in the draft Council Plan to support the highest rated strategy of “provision of responsible financial management” whilst there is only one action to support the second highest priority in “improving community engagement”.

This community engagement action is an in-house process action (how) being the “improvement of the Council Policy, procedure and toolkit” but there are no direct and tangible actions (what) to improve community engagement a core function of Council.

All Strategies rated in the range of 1.19 to 1.75. It was not expected that people would disagree with any particular strategy or as a number of people commented “how could you disagree that Council should be doing all these things?”

All Strategies were rated as between Medium to High Importance. Whilst the range may be relatively small, it does provide a perspective of what the community believe is higher or lower importance.

The survey proves the overall Council Planning framework and strategies are well developed and appropriate, a testament to the preparatory work of Council and Officers.

The following Summaries do not include verbatim comments as they are varied, extensive and the inclusion of some but not others may bias the opinion of readers.

An example is if 5 verbatim comments were included in a commentary, then people may assume them to be of equal importance where in fact this is not the case.

The Summary tables provide a statistical comparison of open comments that are more valuable for understanding priority topics and issues.

Please refer to the **Register of Community Input**.

Leadership and Governance

What do you think is the main thing Council should do to improve how it LEADS and GOVERNS the Shire:		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	444	58.5%
<i>skipped question</i>	315	

The equal most important strategies for Leadership and Governance are “responsible financial management” and “communication with the community”. With an average rating of 1.19, they are the highest rated of all

strategies in all 6 KRA’s.

Improving community engagement was the next highest rated strategy with 1.27.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Lead the community in responding to the current and long term sustainability challenges facing the Municipality	259	93	9	3	1.33	364	
Improve community engagement to ensure open, accessible, transparent planning and decision making	287	64	15	2	1.27	368	
Provide responsible financial management	304	54	7	1	1.19	366	
Continuously improve the services directly provided by Council	242	101	13	3	1.38	359	
Advocate for improved infrastructure, services and utilities provided to our community by other organizations or levels of Government	269	76	13	8	1.34	366	
Attract and retain quality staff	259	93	10	7	1.36	369	
Provide a fair, safe and healthy work environment	219	120	20	7	1.49	366	
Continuously improve operational systems, processes and minimise risk	177	151	25	6	1.61	359	
Communicate regularly, effectively and honestly with the community	317	50	9	1	1.19	377	
Meet our statutory obligations for community safety, security and responses to emergency situations.	253	97	8	4	1.35	362	
Other (please specify)						167	
						<i>answered question</i>	384
						<i>skipped question</i>	69
							84.8%

Improving operational systems, processes and minimizing risk was the lowest rated at 1.61.

The consistency between the multiple choice and open questions is seen with Community Engagement, Financial Management featuring highly.

However there are differences where Community Engagement (30.4%) was six times more frequently mentioned than Financial Management of Expenses (5.5%)

Council specific topics such as planning, decision making and staff collectively accounted for 39% of comments for this KRA. The result was approximately the same across all Zones.

	What do you think are the main things that Council should do to improve how it LEADS and GOVERNS the Shire?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	649	100%	299	46.1%	103	15.9%	133	20.5%	114	17.6%
CATEGORIES										
Community Engagement	197	30.4%	104	34.8%	35	34.0%	31	23.3%	27	23.7%
Council and Councillor specific	80	12.3%	35	11.7%	12	11.7%	16	12.0%	17	14.9%
Council Processes General	71	10.9%	28	9.4%	11	10.7%	16	12.0%	16	14.0%
Council Planning and Decision Making	69	10.6%	32	10.7%	12	11.7%	12	9.0%	13	11.4%
Finance Management - Expenses	36	5.5%	16	5.4%	7	6.8%	7	5.3%	6	5.3%
Council Staff	35	5.4%	11	3.7%	3	2.9%	11	8.3%	10	8.8%
Vision, Leadership, Partnerships & Change	25	3.9%	13	4.3%	3	2.9%	4	3.0%	5	4.4%
Other	12	1.8%	7	2.3%	1	1.0%			4	3.5%
Youth	9	1.4%	8	2.7%	1	1.0%				
Land Use Planning & Decision Making	8	1.2%	3	1.0%					5	4.4%
Communications	7	1.1%	1	0.3%	3	2.9%	3	2.3%		
Council Advocacy	7	1.1%	5	1.7%	1	1.0%	1	0.8%		

Infrastructure and Assets

What do you think is the main thing Council should do to improve the Shires INFRASTRUCTURE and ASSETS?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	434	57.2%
<i>skipped question</i>	325	

Both the multiple choice and open question components of the Survey confirmed a community view that all infrastructure planning and provision was of high priority to the Community.

Infrastructure development, renewal and maintenance received the highest importance rating of 1.24 followed closely by implementing and managing the Shire’s road maintenance plan.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.	287	63	7	3	1.24	360	
Implement and manage Colac Otway Shire’s Road Management Plan	270	80	11	1	1.29	362	
Manage Council’s buildings and facilities in a responsible, safe and sustainable manner.	198	135	26	5	1.55	364	
Improve local and regional transport networks to ensure safety and accessibility	234	108	15	3	1.41	360	
Other						153	
						<i>answered question</i>	82.1%
						<i>skipped question</i>	

Open question comments showed an almost equal view that roads (11.7%) and infrastructure planning (11.5%) were the main things Council should be focusing on for this KRA.

Financial Management (3.3%), Community Engagement (2.5%) and Council Advocacy (2.3%) all feature in the top ten as key elements to support effective infrastructure planning and maintenance. Financial Management comments revolve around being prudent about how money is spent and revenue is raised.

Sport and Recreation infrastructure (8.3%) and paths and trails (12.4%) featured as Coastal Otway and Resource management, emissions and pollution 5.6% emerged and infrastructure considerations for Colac.

	What do you think are the main things that Council should do to improve the Shires INFRASTRUCTURE and ASSETS?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	667	100%	302	45.3%	88	13.2%	156	23.4%	121	18.1%
CATEGORIES										
Infrastructure Roads	78	11.7%	31	10.3%	21	23.9%	15	9.6%	11	9.1%
Infrastructure Strategy, Planning, Management	77	11.5%	36	11.9%	8	9.1%	16	10.3%	17	14.0%
Council Infrastructure - All	56	8.4%	20	6.6%	8	9.1%	16	10.3%	12	9.9%
Paths and Trails	43	6.4%	19	6.3%	4	4.5%	5	3.2%	15	12.4%
Sport, Recreation, Arts, Culture, Events	27	4.0%	9	3.0%	3	3.4%	5	3.2%	10	8.3%
Finance Management - Expenses	22	3.3%	16	5.3%	2	2.3%	4	2.6%		
Infrastructure Towns, Parks, Open Space	19	2.8%	13	4.3%	2	2.3%	3	1.9%	1	0.8%
Community Engagement	17	2.5%	5	1.7%	3	3.4%	6	3.8%	3	2.5%
Emissions or Pollution	17	2.5%	17	5.6%						
Council Advocacy	16	2.4%	10	3.3%	3	3.4%	2	1.3%	1	0.8%
Public Transport	16	2.4%	5	1.7%			9	5.8%	2	1.7%
Risk, Fire and Emergency Response	14	2.1%	5	1.7%			4	2.6%	5	4.1%
Pool Colac	14	2.1%	11	3.6%	1	1.1%	2	1.3%		
Parking	13	1.9%	6	2.0%	1	1.1%		0.0%	6	5.0%
Council Processes General	12	1.8%	8	2.6%	3	3.4%	1	0.6%		
Council Staff	12	1.8%	7	2.3%	1	1.1%	2	1.3%	2	1.7%
Other	12	1.8%	5	1.7%	1	1.1%	2	1.3%	4	3.3%
ByPass	11	1.6%	9	3.0%	2	2.3%				
Council Planning and Decision Making	10	1.5%			3	3.4%	3	1.9%	4	3.3%
Traffic	10	1.5%	3	1.0%	1	1.1%	3	1.9%	3	2.5%
Drainage	10	1.5%	3	1.0%	4	4.5%			3	2.5%
Pool Apollo Bay	10	1.5%	1	0.3%			9	5.8%		
Youth	9	1.3%	4	1.3%			5	3.2%		
Town Centres, Streetscapes & Urban Amenity	9	1.3%	6	2.0%			3	1.9%		

Land Use and Development

What do you think is the main thing Council should do to improve its LAND USE and DEVELOPMENT roles?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	396	52.2%
<i>skipped question</i>	363	

Ensuring environmental risks (1.35), partnership approaches to planning (1.36) and consistent and timely building and planning applications (1.37) were regarded as high and nearly equal importance.

Enforcement (1.64) rated the lowest importance.

Open questions reinforced these findings with a combine overall 34.6% of respondents commenting on Land Use planning, decision making and processing performance.

This varied slightly for the Rural North where Sustainable land use planning (20.2%) was the highest rated and Coastal Otways where Town Centres, Streetscapes and Urban Amenity (17.4%) rated highest.

Community engagement (4.4%) featured in the overall rating as a supporting process to effective land use planning and development.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community	241	86	11	5	1.36	343	
Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change	231	82	19	8	1.42	340	
Ensure all Council land use plans and strategies are current and responsive	205	118	15	3	1.46	341	
Enforce planning and building regulations to meet legislative requirements.	172	131	32	8	1.64	343	
Ensure consistent and timely decision making for building and planning applications that meet Councils Policy Framework	236	90	13	4	1.37	343	
Ensure that environmental risks are adequately addressed for new development and land use.	246	80	13	5	1.35	344	
Other (please specify)						152	
					<i>answered question</i>	356	78.6%
					<i>skipped question</i>	97	

	What do you think are the main things that Council should do to improve its LAND USE and DEVELOPMENT roles?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	567	100%	247	43.6%	84	14.8%	115	20.3%	121	21.3%
CATEGORIES										
Land Use Processing or Performance	120	21.2%	56	22.7%	16	19.0%	31	27.0%	17	14.0%
Land Use Planning & Decision Making	76	13.4%	31	12.6%	13	15.5%	12	10.4%	20	16.5%
Land Use - Sustainability	70	12.3%	26	10.5%	17	20.2%	12	10.4%	15	12.4%
Town Centres, Streetscapes & Urban Amenity	63	11.1%	29	11.7%	4	4.8%	9	7.8%	21	17.4%
Council Planning and Decision Making	33	5.8%	13	5.3%	5	6.0%	5	4.3%	10	8.3%
Community Engagement	25	4.4%	10	4.0%	5	6.0%	4	3.5%	6	5.0%
Risk, Fire and Emergency Response	17	3.0%	4	1.6%		0.0%	10	8.7%	3	2.5%
Lake Colac	12	2.1%	9	3.6%	2	2.4%	1	0.9%		0.0%
Land Use C29 - Great Ocean Green	12	2.1%	3	1.2%	3	3.6%	2	1.7%	4	3.3%
Vision, Leadership, Partnerships & Change	11	1.9%	4	1.6%	1	1.2%	3	2.6%	3	2.5%
Infrastrustructure Towns, Parks, Open Space	10	1.8%	5	2.0%	3	3.6%	2	1.7%		0.0%
Water	10	1.8%	3	1.2%	1	1.2%	5	4.3%	1	0.8%
Industry Performance and Development	10	1.8%	6	2.4%		0.0%	4	3.5%		0.0%
Town Entries	7	1.2%	5	2.0%	1	1.2%	1	0.9%		0.0%
Habitats - waterways, coastal, forests	6	1.1%	3	1.2%	2	2.4%	1	0.9%		0.0%
Local Laws, Compliance, Regulations	6	1.1%	3	1.2%	2	2.4%		0.0%	1	0.8%
Sport, Recreation, Arts, Culture, Events	5	0.9%	4	1.6%		0.0%	1	0.9%		0.0%
Youth	5	0.9%	4	1.6%		0.0%		0.0%	1	0.8%
Waste Management	5	0.9%	1	0.4%		0.0%	1	0.9%	3	2.5%

Environmental Management

What do you think is the main thing Council should do to improve its ENVIRONMENTAL MANAGEMENT?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	402	53.0%
<i>skipped question</i>	357	

Environment and environment related topics such as habitats, climate, biodiversity rated in the top four things people like about living, working or owning property in the shire however environment does not feature in

subsequent questions about issue or things that Council should be working on over the next four years.

Waste management was of primary importance for this KRA with a rating of 1.3 with environmental protection (1.44) and promoting environmental values (1.45) a lower priority. This may be because waste is a more tangible concept than the broader environment?

The protection and enhancement of environmental values on private land rated at the lowest for this KRA and entire survey at 1.75.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Develop a coordinated approach to managing environmental issues across all Council activities.	201	111	23	6	1.51	341	
Ensure the protection and enhancement of environmental values on Council owned and managed land.	216	102	17	4	1.44	339	
Facilitate the protection and enhancement of environmental values on private land.	148	134	47	9	1.75	338	
Minimise environmental impacts and the use of natural resources associated with Council operations.	210	98	20	7	1.47	335	
Promote environmental values in the broader community and work with other stakeholders on managing large scale issues.	219	93	20	7	1.45	339	
Minimise, recycle and manage residential waste	263	75	10	3	1.30	351	
Other (please specify)						149	
						<i>answered question</i>	357
						<i>skipped question</i>	96
							78.8%

Open questions showed that waste management (12.8%) was the overall most frequently mention topic for environment and this was stronger in the Coastal Otways with waste (21%) being the clear priority over risk, fire and emergency response (13%).

The results for all other Zones for this KRA were the most variable of the survey.

Lake Colac (17.4%) was the most mention environmental topic in Colac Urban followed by waste (11.2%) and water (9.7%).

Water (14.2%) clearly featured as the main response for the Rural South followed by waste (9.7%) and environment management, advocacy and partnerships (9%).

The Rural North has environmental planning 13.5% as the most frequently mentioned topic followed by the use and application of energy (11.2%) related initiatives and opportunities.

Weed control featured in each of the Rural South (6.5%) and Coastal Otways (8%)

	What do you think are the main things that Council should do to improve its ENVIRONMENTAL MANAGEMENT?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	658	100%	276	41.9%	89	13.5%	155	23.6%	138	21.0%
CATEGORIES										
Waste Management	84	12.8%	31	11.2%	9	10.1%	15	9.7%	29	21.0%
Water	64	9.7%	28	10.1%	4	4.5%	22	14.2%	10	7.2%
Lake Colac	61	9.3%	48	17.4%	6	6.7%	7	4.5%		
Energy	55	8.4%	26	9.4%	10	11.2%	12	7.7%	7	5.1%
Environment Management, Advocacy, Partnership	54	8.2%	21	7.6%	8	9.0%	14	9.0%	11	8.0%
Risk, Fire and Emergency Response	52	7.9%	15	5.4%	7	7.9%	12	7.7%	18	13.0%
PLANNING Related	43	6.5%	15	5.4%	12	13.5%	7	4.5%	9	6.5%
Waterways	35	5.3%	15	5.4%	5	5.6%	6	3.9%	9	6.5%
Weeds	33	5.0%	10	3.6%	2	2.2%	10	6.5%	11	8.0%
Environment ACTIONS	30	4.6%	18	6.5%	6	6.7%	3	1.9%	3	2.2%
Habitats - waterways, coastal, forests	16	2.4%	12	4.3%	1	1.1%	1	0.6%	2	1.4%
Biodiversity - Pest, Plants, Animals	13	2.0%	7	2.5%	2	2.2%	2	1.3%	2	1.4%
Climate	11	1.7%	3	1.1%	1	1.1%	6	3.9%	1	0.7%
Education and Learning	11	1.7%	3	1.1%	2	2.2%	6	3.9%		
Land Use Planning & Decision Making	10	1.5%			2	2.2%	1	0.6%	7	5.1%
Infrastrucre Towns, Parks, Open Space	9	1.4%	3	1.1%	3	3.4%	2	1.3%	1	0.7%
Infrastructure Roads	9	1.4%	3	1.1%	2	2.2%	2	1.3%	2	1.4%

Economic Development

What do you think is the main thing Council should do to improve its ECONOMIC DEVELOPMENT?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	371	48.9%
<i>skipped question</i>	388	

The highest rated strategy for Economic Development was to support and promote renewable and alternative energy industries at 1.33.

This was closely followed by supporting local business to succeed (1.35) and maximizing external grant funding (1.39). Grant funding was also mentioned as a priority in community development (the next KRA) with people raising the Small Towns Improvement Program as an example.

The average rating for support of the tourism industry (1.64) was the lowest for the Economic Development Strategies however; tourism was the third highest mentioned topic for open questions across all four Zones.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Advocate and promote a diverse range of profitable industries that provide high value to the local economy	231	92	17	5	1.41	345	
Support local business to develop and succeed	244	77	15	4	1.35	340	
Lead, support and/or participate in regional and local development networks and partnerships	176	134	25	6	1.59	341	
Maximise external grant funding consistent with Council objectives	226	92	14	4	1.39	336	
Support the development of a diverse, skilled and capable workforce	222	99	12	5	1.41	338	
Support the tourism industry as a key driver of the economy	174	126	35	8	1.64	343	
Promote the availability and use of technology communication systems throughout the Shire	188	110	29	7	1.57	334	
Support and promote renewable and alternative energy industries	249	69	17	3	1.33	338	
Other (please specify)						133	
					<i>answered question</i>	353	77.9%
					<i>skipped question</i>	100	

Economic management, advocacy and partnership (17.3%) were the highest area for improvement across all geographical Zones.

The support and development of education opportunities and the education industry was the fourth highest rated in all Zones except Coastal Otways where economic marketing and promotion (5.8%) was the fourth highest.

	What do you think are the main things that Council should do to improve its ECONOMIC DEVELOPMENT?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	550	100%	235	42.7%	74	13.5%	121	22.0%	120	21.8%
CATEGORIES										
Economic Management, Advocacy, Partnerships	95	17.3%	40	17.0%	18	24.3%	20	16.5%	17	14.2%
Industry Performance and Development	79	14.4%	40	17.0%	10	13.5%	15	12.4%	14	11.7%
Tourism	63	11.5%	25	10.6%	8	10.8%	14	11.6%	16	13.3%
Education	39	7.1%	20	8.5%	7	9.5%	9	7.4%	3	2.5%
Finance Management - Expenses	30	5.5%	15	6.4%	3	4.1%	6	5.0%	6	5.0%
Economy - Promotion and Marketing	23	4.2%	8	3.4%	3	4.1%	5	4.1%	7	5.8%
Energy	19	3.5%	4	1.7%	4	5.4%	5	4.1%	6	5.0%
Town Centres, Streetscapes & Urban Amenity	19	3.5%	13	5.5%		0.0%	1	0.8%	5	4.2%
Youth	17	3.1%	9	3.8%	1	1.4%	4	3.3%	3	2.5%
Jobs, Labour, Skills	17	3.1%	11	4.7%		0.0%	1	0.8%	5	4.2%
Industry - Agriculture	13	2.4%	3	1.3%	1	1.4%	6	5.0%	3	2.5%
Community Spirit and Development	11	2.0%	3	1.3%		0.0%	2	1.7%	6	5.0%
Land Use Planning & Decision Making	10	1.8%	1	0.4%	1	1.4%	3	2.5%	5	4.2%
Finance Management - Rates	9	1.6%	2	0.9%	2	2.7%	1	0.8%	4	3.3%
Council Planning and Decision Making	7	1.3%	1	0.4%	1	1.4%	1	0.8%	4	3.3%
Land Use Processing or Performance	6	1.1%	1	0.4%		0.0%	3	2.5%	2	1.7%
Parking	6	1.1%	2	0.9%	1	1.4%		0.0%	3	2.5%
Telecommunications	6	1.1%		0.0%		0.0%	3	2.5%	3	2.5%
Cost of Living, Standard of Living	6	1.1%	2	0.9%	2	2.7%	1	0.8%	1	0.8%

Community Health and Wellbeing

What do you think is the main thing Council should do to improve its COMMUNITY HEALTH and WELLBEING roles?		
Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	377	49.7%
<i>skipped question</i>	382	

Supporting local communities to grow, develop and be great places to live (1.27) was the highest rated KRA strategy with cultural and community events rating lower at 1.62.

Providing a range of community health, recreation, services and facilities rated at 1.34 and this was reinforced by the open question survey where health (16.1%) was the highest overall mentioned area for improvement.

Please rate the following topics as either High Importance, Medium, Low or No Importance to you. Council should:							
Answer Options	HIGH Importance	MEDIUM	LOW	NO Importance to me	Rating Average	Response Count	Response Rate
Provide, facilitate or advocate for a range of health, recreation, community services and facilities	238	86	12	2	1.34	338	
Promote and facilitate cultural and community events throughout the municipality	173	127	32	6	1.62	338	
Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community	237	78	17	1	1.35	333	
Support local communities to develop, grow and be great places to live.	267	57	11	4	1.27	339	
Other (please specify)						121	
					<i>answered question</i>	343	75.7%
					<i>skipped question</i>	110	

Health was by far the highest area for Coastal Otway with the majority of opportunities mentioned for this area being the direct provision of health and medical services provided by other organisations and levels of government. The attraction and retention of doctors, dentists and higher level health services were the most frequently mentioned topics.

Sport, recreation, culture, arts and events (8.1%) were the second highest improvement area for Colac Otway as well as Coastal Otways (10.9%).

Health promotion (15.7%) was of primary concern for the Rural South followed by health service provision at 14.8%. Aged care provision (5.5%) was the sixth highest topic overall and of more concern to Colac Urban (6.6%).

	What do you think are the main things that Council should do to improve its COMMUNITY HEALTH and WELLBEING roles?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	542	100%	244	45.0%	80	14.8%	108	19.9%	110	20.3%
CATEGORIES										
Health	87	16.1%	35	14.3%	8	10.0%	16	14.8%	28	25.5%
Community Spirit and Development	57	10.5%	16	6.6%	14	17.5%	15	13.9%	12	10.9%
Sport, Recreation, Arts, Culture, Events	44	8.1%	24	9.8%	6	7.5%	2	1.9%	12	10.9%
Youth	40	7.4%	22	9.0%	6	7.5%	9	8.3%	3	2.7%
Health Promotion	40	7.4%	12	4.9%	5	6.3%	17	15.7%	6	5.5%
Aged Care	30	5.5%	16	6.6%	4	5.0%	6	5.6%	4	3.6%
Community Services and Facilities - General	28	5.2%	12	4.9%	7	8.8%	1	0.9%	8	7.3%
Community Health & Wellbeing	18	3.3%	10	4.1%	1	1.3%	5	4.6%	2	1.8%
Community Services	16	3.0%	11	4.5%	2	2.5%			3	2.7%
Community Engagement	12	2.2%	3	1.2%	3	3.8%	4	3.7%	2	1.8%
Families	12	2.2%	2	0.8%	1	1.3%	3	2.8%	6	5.5%
Education	10	1.8%	5	2.0%	2	2.5%			3	2.7%
Communications	10	1.8%	9	3.7%	1	1.3%				
Other	8	1.5%	2	0.8%	2	2.5%	4	3.7%		
Arts	8	1.5%	5	2.0%	1	1.3%	1	0.9%	1	0.9%
Community Events	8	1.5%	6	2.5%	1	1.3%	1	0.9%		
Housing - Cost or Availability	7	1.3%	3	1.2%	2	2.5%	2	1.9%		
Paths and Trails	7	1.3%	2	0.8%	2	2.5%	1	0.9%	2	1.8%
COPACC	7	1.3%	7	2.9%						

Are there any other issues, comments or observations you would like to make?

Are there any other issues, comments or observations you would like to make before you finish the survey?

Answer Options	Response Count	Response Rate
1. Personal Input		
<i>answered question</i>	326	43.0%
<i>skipped question</i>	433	

This question provided an additional and unstructured opportunity for people to provide any comments on issues they felt strongly about. People at Forums were encouraged to complete this section and included any comments or observations

they might have on the community engagement process. This would be one of the reasons Community engagement (17.3%) attracted the majority of comments.

The following table shows close consistency with the original question about “what should Council be doing over the next four years?”

	Are there any other issues, comments or observations you would like to make?									
	Overall		Colac Urban		Rural North		Rural South		Coast Otways	
Total Answered Question	329	100%	143	43.5%	53	16.1%	57	17.3%	76	23.1%
CATEGORIES										
Community Engagement	57	17.3%	21	14.7%	10	18.9%	13	22.8%	13	17.1%
Council and Councillor specific	39	11.9%	20	14.0%		0.0%	5	8.8%	14	18.4%
Council Planning and Decision Making	25	7.6%	13	9.1%	3	5.7%	6	10.5%	3	3.9%
Council Staff	16	4.9%	3	2.1%	3	5.7%	5	8.8%	5	6.6%
Community Spirit and Development	13	4.0%	6	4.2%	4	7.5%	2	3.5%	1	1.3%
Youth	12	3.6%	5	3.5%	3	5.7%	1	1.8%	3	3.9%
Library - No	10	3.0%	6	4.2%	1	1.9%	2	3.5%	1	1.3%
Other	9	2.7%	7	4.9%					2	2.6%
Lake Colac	9	2.7%	8	5.6%	1	1.9%				
Finance Management - Rates	8	2.4%	3	2.1%	1	1.9%	1	1.8%	3	3.9%
Traffic	8	2.4%	3	2.1%	3	5.7%	1	1.8%	1	1.3%
Town Centres, Streetscapes & Urban Amenity	7	2.1%	1	0.7%	1	1.9%	1	1.8%	4	5.3%
Finance Management - Expenses	7	2.1%	2	1.4%	2	3.8%	1	1.8%	2	2.6%
Communications	6	1.8%	1	0.7%	3	5.7%	1	1.8%	1	1.3%
Infrastructure Towns, Parks, Open Space	6	1.8%	2	1.4%	2	3.8%	2	3.5%		0.0%
Library General Comment	6	1.8%	5	3.5%			1	1.8%		
Land Use Planning & Decision Making	6	1.8%			2	3.8%			4	5.3%

Written comments for this section include:

- I love this town but feel very upset by the behaviour and actions of the present council
- Act on some of the reports we have already paid for.
- Council should be making decisions and planning for the long term to meet the needs of the majority.
- Make sure Community consultation is the first priority.
- Our community is in need of strong leaders who will promote this shire as a place to live and work.
- Something must be done to get Lake Colac back to where it was before the drought
- I love this town
- Education is crucial to any community.
- Think of the youth and future.
- Communication to the public is a big issue - there can never be enough.
- I do hope that the community consultation is a success and that Council follows through.
- A huge pat on the back to the organisers of the Colac to Lorne bus

- More done to make roads safer
- Truck bypass for Colac
- Actively support local community groups in achieving their projects
- Provide more jobs.
- We need to ensure young people have viable options to remain in the Shire
- Council needs to reclaim trust and respect of ratepayers.
- Councils first priority must be to stop fighting (publically) among itself and show real leadership
- Develop and improve the general appearance of Colac and the "rural towns"
- After the bushfires that devastated most of Victoria, consider the safety concerns of how this area would cope.
- Where is the vision for the future?

ATTACHMENTS

Attachment One

Summary of Community Forum Attendance

Total Community Participants = 132**1. Monday 2 March– Lake Colac Bowling Club at 2pm, 21 Community Participants****Councillors:** Crook, Smith, Stuart Hart, Stephen Hart, Buchanan**Officers:** Green, (Anderson, Barrow, Neal)**2. Monday 2 March– Lake Colac Bowling Club at 7pm, 25 Community Participants****Councillors:** Crook, Russell, Stuart Hart, Higgins, Smith (at end)**Officers:** Green, (Barrow, Neal)**3. Tuesday 3 March – Birregurra Community CHS, 9 Community Participants****Councillors:** Crs Crook, Russell, Buchanan, Smith, Stuart Hart**Officers:** Green, (Barrow)**4. Wednesday 4 March – Beac Community Hall, 19 Community Participants****Councillors:** Crook, Russell, Buchanan, Stuart Hart, Higgins**Officers:** Green, (Neal)**5. Thursday 5 March – Apollo Bay Bowling Club, 9 Community Participants****Councillors:** Crook, Russell, Buchanan, Stuart Hart, Stephen Hart, Higgins**Officers:** Green, (Barrow, Neal, Allen)**6. Tuesday 10 March – Beech Forest Hall, 13 Community Participants****Councillors:** Crook, Russell, Stuart Hart**Officers:** Green**7. Wednesday 11 March – Forrest Hall, 21 Community Participants****Councillors:** Crook, Russell, Stuart Hart**Officers:** Green**8. Monday 16 March – Gellibrand Hall at 7pm, 15 Community Participants****Councillors:** Crook, Russell, Stuart Hart, Higgins**Officers:** Green