Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Economic Development Support industries / employers experiencing recruitment challenges - Input into the Designated Area of Migration Agreement - Take the lead on locally offered training to address skills shortage - Set targets around the investment Economic Development brings to the Shire - Decreasing the amount of empty shops in Colac CBD - More consideration for economic growth	Theme one – Our Prosperity	Plan infrastructure, assets and land use with a long-term vision for economic growth - Develop and implement a Colac Otway Economic Strategy - Strengthen partnerships with employers in the Shire Strengthen partnerships with key stakeholders to benefit the whole community - Develop and maintain regional partnerships and joint advocacy - Seek to influence education providers to match local job opportunities with available skills training	 Development of a partnership plan identifying key stakeholders and the commitment Council makes to regular engagement and partnership projects, i.e. Chambers of Commerce, GORRT, G21, West Vic Dairy, Colac Otway Health and other key employers Active participation in identified key regional organisations such as G21, Barwon Regional Partnerships Establish a schools and Expo employment program 	Change wording of Council Plan actions: - Implement the Colac Otway Economic Strategy - Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects. No further action recommended on the following: - Take the lead on locally offered training to address skills shortage - Set targets around the investment Economic Development brings to the Shire - Decreasing the amount of empty shops in Colac CBD - More consideration for economic growth The Economic Development Strategy contains actions that are included in the Corporate Plan, being the 'how' document which provides details of operational tasks required to achieve success of the Council Plan.

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Community Safety Compliance Unit cannot link actions to the Domestic Animal Management Plan to the current Council Plan, due to community safety not being an action.	Theme two - Our Places	Not included in 2017-2021 Council Plan	- Review and implement the Domestic Animal Management Plan	Add action to: Towns and places are welcoming and attractive 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 liveability.
Community Broaden Life Long Learning statement to Council being the service provider More emphasis on helping community organisations with leadership issues, i.e. training for new leaders to replace the older generation Reference to Indigenous history and culture. Seek further conversations and build the communities awareness, knowledge and respect and continue to tell their story to future generations.	Theme three – Our Community	Opportunities for the community to participate in lifelong learning - Provide opportunities for lifelong learning and community connections through library programs - Implement the Municipal Health and Wellbeing Plan Foster an inclusive community - Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education	 Implement the Municipal Public Health and Wellbeing Plan Review and implement the 50+ Plan Review and implement the Access, Equity and Inclusion Plan 	No further action recommended: Council is not the provider of Life Long Learning, Council is an advocate only. No further action recommended on training community leaders and further referencing awareness of Indigenous history and culture as: The Council Plan identifies a goal to provide 'Opportunities for the community to participate in lifelong learning' and the Corporate Plan specifically identifies the action to 'Implement the 50+ Plan' and Implement the Access, Equity and Inclusion Plan, which both provide details on supporting community leaders. The Council Plan identifies a goal to 'Foster an inclusive community' and specifically identifies the action 'Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education, which supports building awareness and respect of Indigenous culture.

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Measuring success & reporting Communication of progress against the Council Plan is inadequate Measuring our success in achieving the Plan - Identify indicators of success - Set targets i.e. a target number of changing street lights to be more energy efficient	Theme four - Our Leadership & Management	Openness and accountability in decision making - Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities Communicate regularly with our community and involve them in decision-making		Recommended action for Measuring our success in achieving the Plan - Identify indicators of success Distribute the Quarterly Performance Reports more broadly across the community, including publishing them on Councils website. The Quarterly Performance Report provides progress updates on each Council Plan Action for the Quarter.
Identify Core / Non-Core / Discretionary services Council delivers	Theme four – Our Leadership and Management	Provide value for money services for our community - Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community		No further action recommended on the following: - Set targets i.e. a target number of changing street lights to be more energy efficient The Council Plan is a high level strategic document and does not include this kind of detail. This level of detail is captured in the Corporate Plan, which provides details of operational tasks required to achieve success of the Council Plan. No further action recommended on the following: - Identify Core / Non-Core / Discretionary services Council delivers At its December 2018 OCM, Council adopted the Three Year Service Review Agreement, which will identify the Core, Non-Core and Discretionary services Council delivers.

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Organisation Development Attracting the best people to fill regulatory roles within Council, whilst keeping the current staff	Theme four - Our Leadership & Management	Organisational development and legislative compliance - Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.		Change wording to: Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities, with a particular emphasis on attracting suitably qualified applications to fill regulatory roles.
City Deals Two of the three City Deals have not been mentioned in the Council Plan	Theme two – Our Places	 Towns and Places are Welcoming and Attractive. Enhance the attractiveness of towns in the Shire for both residents and tourists/visitors Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire Advocate for improvements to public open space where the State Government is the land owner Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails 	 Review and implement the Apollo Bay Trails Feasibility Study Staged implementation of the Public Open Space Strategy 	Include wording in the Council Plan under Measures: Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire, including the City Deal Project.

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Environmental Recognition of erosion issues, particularly along the Great Ocean Road - Maintaining connections with GOR Authority / State and Federal Governments - Increased acknowledgement and importance of erosion - Lobbying for a study to consider re-routing parts of the GOR Focus on climate change issues and affects - Stronger description on this - Challenges that present along the GOR More consideration required for the natural Environment - Too much focus on built environment and urban places i.e. Lake Colac Increased acknowledgment and importance of environment/natural environment	Theme one – Our Prosperity Theme two - Our Places	Improve strategic planning and coordination of the Great Ocean Road - Advocate for the establishment of a Great Ocean Road Authority Leadership in natural environment through good management practices - Minimise coastal erosion in partnership with other stakeholders and implement measures to assist climate adaption - Improve the health and sustainability of the natural environment through structured planning with our partners - Ensure best practice guides planning and management of the natural environment and associated assets, and Councils response to climate change - Implement Councils Climate Adaption Strategy - Implement Councils Environment Strategy	 Active participation in the Victorian Government Great Ocean Road Taskforce Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage Seek funding for treatment of high risk areas identified in the Local Coastal Hazard Assessment Project. Support the delivery of the Local Coastal Hazard Assessment Project. Deliver the Climate Resilient Communities Project for the Barwon South West Region Seek funding for the ongoing support of regional collaboration on climate change 	Change wording of Council Plan Action to: - Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values. Change wording of Council Plan Action to: - 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. No further action recommended on points concerning climate change as: The Council Plan identifies a goal to provide 'Leadership in natural environment through good management practices,' and specifically identifies the following actions: Ensure best practice guides planning and management of the natural environment and associated assets, and Councils response to climate change Implement Councils Environment Strategy Implement Councils Environment Strategy

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
Environmental works including weed management and pest control	Theme two - Our Places	- Enhance and protect biodiversity through weed control and revegetation	 Annually review and deliver weed control and revegetation program Enhance and protect biodiversity through weed control and revegetation projects Review and implement the Roadside Weeds and Pests Plan Seek external funding for weed control and revegetation projects 	No further action recommended on the following: Environmental works including weed management and pest control The Council Plan identifies a goal 'Leadership in natural environment through good management practices' and specifically identifies the action 'Enhance and protect biodiversity through weed control and revegetation'. The Corporate Plan, being the 'how' document provides details of operational tasks required to achieve success of the Council Plan.
Council Assets Include something about Asset rationalisation (halls etc)	Theme two - Our Places	Assets and infrastructure meet community needs. - Develop and implement a Property Strategy	- Strategic Plan to manage Councils properties covering issues such as valuation, service provision, future investment and disposal of assets	No further action recommended: The Council Plan identifies a goal to ensure 'Assets and infrastructure meet community needs' and specifically identifies the action to 'develop and implement a Property Strategy'. The Property Strategy contains actions that are included in the Corporate Plan, being the 'how' document which provides details of operational tasks required to achieve success of the Council Plan.