

## Gaps Identified in Council Plan Review and Recommendations

Summary of gaps identified	Council Plan Theme	What's currently in Council Plan	Corporate Plan	Recommendations
<p><b><u>Economic Development</u></b> Support industries / employers experiencing recruitment challenges</p> <ul style="list-style-type: none"> <li>- Input into the Designated Area of Migration Agreement</li> <li>- Take the lead on locally offered training to address skills shortage</li> <li>- Set targets around the investment Economic Development brings to the Shire</li> <li>- Decreasing the amount of empty shops in Colac CBD</li> <li>- More consideration for economic growth</li> </ul>	<p>Theme one – Our Prosperity</p>	<p>Plan infrastructure, assets and land use with a long-term vision for economic growth</p> <ul style="list-style-type: none"> <li>- Develop and implement a Colac Otway Economic Strategy</li> <li>- Strengthen partnerships with employers in the Shire</li> </ul> <p>Strengthen partnerships with key stakeholders to benefit the whole community</p> <ul style="list-style-type: none"> <li>- Develop and maintain regional partnerships and joint advocacy</li> <li>- Seek to influence education providers to match local job opportunities with available skills training</li> </ul>	<ul style="list-style-type: none"> <li>- 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</li> <li>- Active participation in identified key regional organisations such as G21, Barwon Regional Partnerships</li> <li>- Establish a schools and Expo employment program</li> </ul>	<p><b>Change wording of Council Plan actions:</b></p> <ul style="list-style-type: none"> <li>- <b>Implement the Colac Otway Economic Strategy</b></li> <li>- Strengthen partnerships with employers in the Shire, <b>and continue to participate in and support the Designated Area of Migration Agreement and associated projects.</b></li> </ul> <p><b>No further action recommended on the following:</b></p> <ul style="list-style-type: none"> <li>- <i>Take the lead on locally offered training to address skills shortage</i></li> <li>- <i>Set targets around the investment Economic Development brings to the Shire</i></li> <li>- <i>Decreasing the amount of empty shops in Colac CBD</i></li> <li>- <i>More consideration for economic growth</i></li> </ul> <p>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.</p>

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<p><b><u>Community Safety</u></b> Compliance Unit cannot link actions to the Domestic Animal Management Plan to the current Council Plan, due to community safety not being an action.</p>	<p>Theme two - Our Places</p>	<p>Not included in 2017-2021 Council Plan</p>	<ul style="list-style-type: none"> <li>- Review and implement the Domestic Animal Management Plan</li> </ul>	<p><b>Add action to:</b> Towns and places are welcoming and attractive</p> <p><i>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.</i></p>
<p><b><u>Community</u></b> Broaden Life Long Learning statement to Council being the service provider</p> <p>More emphasis on helping community organisations with leadership issues, i.e. training for new leaders to replace the older generation</p> <p>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.</p>	<p>Theme three – Our Community</p>	<p>Opportunities for the community to participate in lifelong learning</p> <ul style="list-style-type: none"> <li>- Provide opportunities for lifelong learning and community connections through library programs</li> <li>- Implement the Municipal Health and Wellbeing Plan</li> </ul> <p>Foster an inclusive community</p> <ul style="list-style-type: none"> <li>- Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education</li> </ul>	<ul style="list-style-type: none"> <li>- Implement the Municipal Public Health and Wellbeing Plan</li> <li>- Review and implement the 50+ Plan</li> <li>- Review and implement the Access, Equity and Inclusion Plan</li> </ul>	<p><b>No further action recommended:</b> Council is not the provider of Life Long Learning, Council is an advocate only.</p> <p><b>No further action recommended on training community leaders and further referencing awareness of Indigenous history and culture as:</b></p> <p>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.</p> <p>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.'</p>

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<p><b><u>Measuring success &amp; reporting</u></b></p> <p>Communication of progress against the Council Plan is inadequate</p> <p>Measuring our success in achieving the Plan</p> <ul style="list-style-type: none"> <li>- Identify indicators of success</li> <li>- Set targets i.e. a target number of changing street lights to be more energy efficient</li> </ul>	<p>Theme four - Our Leadership &amp; Management</p>	<p>Openness and accountability in decision making</p> <ul style="list-style-type: none"> <li>- Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities</li> </ul> <p>Communicate regularly with our community and involve them in decision-making</p>		<p><b>Recommended action for <i>Measuring our success in achieving the Plan</i></b></p> <ul style="list-style-type: none"> <li>- <i>Identify indicators of success</i></li> </ul> <p>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.</p> <p><b>No further action recommended on the following:</b></p> <ul style="list-style-type: none"> <li>- <i>Set targets i.e. a target number of changing street lights to be more energy efficient</i></li> </ul> <p>The Council Plan is a high level strategic document and does not include this kind of detail.</p> <p>This level of detail is captured in the Corporate Plan, which provides details of operational tasks required to achieve success of the Council Plan.</p>
<p>Identify <i>Core / Non-Core / Discretionary</i> services Council delivers</p>	<p>Theme four – Our Leadership and Management</p>	<p>Provide value for money services for our community</p> <ul style="list-style-type: none"> <li>- Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community</li> </ul>		<p><b>No further action recommended on the following:</b></p> <ul style="list-style-type: none"> <li>- <i>Identify Core / Non-Core / Discretionary services Council delivers</i></li> </ul> <p>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.</p>

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<p><b><u>Organisation Development</u></b> Attracting the best people to fill regulatory roles within Council, whilst keeping the current staff</p>	<p>Theme four - Our Leadership &amp; Management</p>	<p>Organisational development and legislative compliance</p> <ul style="list-style-type: none"> <li>- Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.</li> </ul>		<p><b>Change wording to:</b></p> <p>Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities, <i>with a particular emphasis on attracting suitably qualified applications to fill regulatory roles.</i></p>
<p><b><u>City Deals</u></b> Two of the three City Deals have not been mentioned in the Council Plan</p>	<p>Theme two – Our Places</p>	<p>Towns and Places are Welcoming and Attractive.</p> <ul style="list-style-type: none"> <li>- Enhance the attractiveness of towns in the Shire for both residents and tourists/visitors</li> <li>- Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the Shire</li> <li>- Advocate for improvements to public open space where the State Government is the land owner</li> <li>- Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails</li> </ul>	<ul style="list-style-type: none"> <li>- Review and implement the Apollo Bay Trails Feasibility Study</li> <li>- Staged implementation of the Public Open Space Strategy</li> </ul>	<p><b>Include wording in the Council Plan under Measures:</b></p> <p><i>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.</i></p>



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Environmental works including weed management and pest control	Theme two - Our Places	<ul style="list-style-type: none"> <li>- Enhance and protect biodiversity through weed control and revegetation</li> </ul>	<ul style="list-style-type: none"> <li>- Annually review and deliver weed control and revegetation program</li> <li>- Enhance and protect biodiversity through weed control and revegetation projects</li> <li>- Review and implement the Roadside Weeds and Pests Plan</li> <li>- Seek external funding for weed control and revegetation projects</li> </ul>	<p><b>No further action recommended on the following:</b></p> <p><i>Environmental works including weed management and pest control</i></p> <p>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'.</p> <p>The Corporate Plan, being the 'how' document provides details of operational tasks required to achieve success of the Council Plan.</p>
<p><b><u>Council Assets</u></b></p> <p>Include something about Asset rationalisation (halls etc)</p>	Theme two - Our Places	<p>Assets and infrastructure meet community needs.</p> <ul style="list-style-type: none"> <li>- Develop and implement a Property Strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Plan to manage Councils properties covering issues such as valuation, service provision, future investment and disposal of assets</li> </ul>	<p><b>No further action recommended:</b></p> <p>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'.</p> <p>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.</p>