

COUNCIL PLAN ANNUAL REVIEW 2018

SURVEY RESULTS AND RECOMMENDATIONS (APRIL 2018)

Participation

35 Councillors, staff and community members responded to the survey, and survey results provided valuable feedback to inform the Review. There was a good rate of participation from staff (29 responses), and a moderate rate of participation from Councillors (two responses).

48 community members viewed information about the Council Plan Annual Review on Council's website, 12 downloaded the Council Plan document, and four responded to the survey. The relatively low community response rate survey could reflect the high level of participation in the initial Council Plan development, and continuing overall community satisfaction with the Plan.

Key strengths and major issues with the document

Q1. What are the key strengths of the Council Plan 2017-2021? and Q3. Please outline any major issues with the Council Plan that prevent it from being an effective document.

Respondents identified a range of strengths, particularly the rigorous community engagement process which informed the development of the Plan; the focus on community health and wellbeing; and the document's structure and clarity. Key issues included the lack of understanding of the document among some staff; limited staff engagement in the development of the Plan; and the lack of action plans and a monitoring and evaluation framework to assist with implementation.

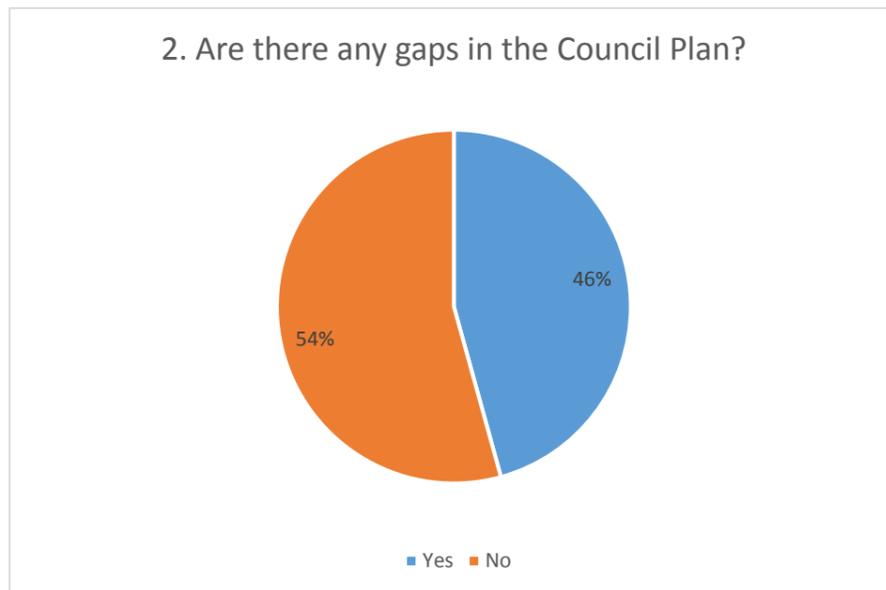
Theme	Strengths	Issues
Community focus, based on community and staff engagement	Based on extensive community engagement and clear focus on what is important to our community. (13) ¹	Insufficient staff engagement process has led to a number of gaps in the final Plan. (3)
Clarity, ease of understanding, and appropriate use of language	Easy to read, engaging, and user friendly. (8)	Too wordy, very long, and uses jargon which makes it difficult for staff and community to use and understand. (4)
Document structure and alignment to the organisation's work areas	Clear strategic directions with obvious links to goals and some thematic strategies. (4)	Council Plan doesn't align with some thematic strategies, or clearly link with actions in performance manager. (2)
Strategic, realistic achievable goals, clear vision	Clear vision, high level strategic document. (5)	Could be higher level. (1)
Focus on health, integration of health and wellbeing	Focus on health and integration of municipal public health and wellbeing plan. (5)	Unclear how the health and wellbeing priorities link to the four strategic directions. (1)
Visual design	Professional, engaging, visually appealing. (4)	Some diagrams unclear. (1)
Focus on economy and increasing efficiency	Important focus on economy and enhancing our efficiency. (4)	N/A – covered only strengths (4)
Understanding of the document in the organisation	N/A – included only issues	Lack of awareness of the document and its purpose among some staff and how it should or should not inform work areas. (6)
Annual implementation plans	N/A – included only issues	Lack of annual action plans makes it difficult to ensure effective implementation and communicate our priorities to the community (6)
Monitoring and evaluation	N/A – included only issues	Indicators of success are inadequate for measuring our success (4)

¹ Number of comments per theme.

Gaps in the document

Q2.1 Are there any major gaps in the Council Plan 2017-2021?

Almost 50% of respondents identified major gaps in the Council Plan (2017-2021).



Gaps	Total responses	Respondents	
Yes	16	Staff	13
		Community	2
		Councillors	1
No	19	Staff	16
		Community	2
		Councillors	1

Q2.2 Please outline the gaps and the changes you think should be made.

16 respondents identified major gaps in the Plan, and made a total of 26 comments about different topics, which have been analysed into 7 key themes.

Please see table below for a summary of the key themes, and Council's recommended changes to the Council Plan document in response to this feedback.

Gaps identified and recommended changes

Summary of the gap	Council Plan Section	What's in the current Council Plan	Possible changes, if any
<p>1. Indicators of success (3)²</p> <p>A number of objectives and actions do not have related indicators of success.</p>	Promoting Healthy and Connected Communities p. 15: How we will know if we are successful	'How we will know we are successful' sections under each of four strategic directions	Possible amendment: Page 15 How we will know if we are successful: Increased community led action, volunteering, participation in community groups and events.
	Good Governance and Leadership: How we will know if we are successful p. 21		This recommendation is related to the implementation of the Council Plan or the "How" of the process. The Council Plan is a high level strategic document and does not include this kind of detail. This input may not warrant an amendment.
	Managing the Built & Natural Environment, p. 19: What are we going to do		Possible bullet point addition: Page 19 [NEW] How we will go about it: Identify and protect Aboriginal cultural heritage in planning and development proposals.
<p>2. Older residents and residents with disabilities (Active Ageing and Disability Services) (3)</p> <p>Active Ageing and Disability, and older residents and residents with a disability are not mentioned in the objectives, actions, or indicators of any of the four strategic directions, despite being identified as important to our community.</p>	Promoting Healthy and Connected Communities pp. 14-15	<p>Promoting Healthy and Connected Communities, p, 14</p> <p>What community told us important: "Supporting our young and older people."</p> <p>How will we go about it? "Support people at all life stages and abilities to maximise their potential and participation in community life"</p>	<p>Possible amendments:</p> <p>Page 11 Priorities statement: The symbols below will be used throughout the Council Plan to identify actions related to our health and wellbeing priorities for people of all ages and abilities, especially young people and older residents.</p> <p>Page 13 Strategic Direction 1: We are committed to creating a healthy, active and safe community that provides equal opportunity for all residents, including young people and older residents, to connect and engage with their local community.</p> <p>Page 15 What we are going to do: Build strong, vibrant communities that provide opportunities for all people to engage, connect and participate.</p> <p>Page 21 What we are going to do: Demonstrate leadership and equal opportunity, gender equity,</p>

² Number of comments per theme.

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			inclusion and wellbeing for all groups in the community, especially young people and older residents.
<p>3. Young people (Youth Development) (3)</p> <p>Breadth of young people's needs and priorities and Youth Development Team's work are under-represented, despite this being identified as important to our community.</p>	<p>Promoting Healthy and Connected Communities pp. 14-15</p> <hr/> <p>Enhancing Local Economies, p. 17: 'how will we go about it'</p>	<p>Promoting Healthy and Connected Communities, p, 14: What community told us important: "Supporting our young and older people."</p> <p>Research: "Higher proportion of young people not engaged in employment or education than the State average"</p> <p>Enhancing Local Economies, p. 16 What community told us important: "Advocating for a vocational focus for the new secondary school, after school programs and activities for local secondary students."</p> <p>Promoting Healthy and Connected Communities, p, 15: How we will go about it: "Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered"; "Support people at all life stages and abilities to maximise their potential and participation in community life"</p>	<p>Possible amendments:</p> <p>[COPY] Page 11: The symbols below will be used throughout the Council Plan to identify actions related to our health and wellbeing priorities for people of all ages and abilities, especially young people and older residents.</p> <p>[COPY] Page 13: We are committed to creating a healthy, active and safe community that provides equal opportunity for all residents, including young people and older residents, to connect and engage with their local community.</p> <p>[COPY] Page 15 What we are going to do: Build strong, vibrant communities that provide opportunities for all people to engage, connect and participate.</p> <p>[COPY] Page 21 What we are going to do: Demonstrate leadership and equal opportunity, gender equity, inclusion and wellbeing for all groups in the community, especially young people and older residents.</p> <p>Page 17 What we are going to do: Support and encourage pathways for education, training and lifelong learning for our community especially for young people.</p> <p>Page 17 How we will go about it: Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities for people at all life stages.</p> <p>Page 14 [DELETE] What the research told us: Higher proportion of young people not engaged in employment or education than the State average.</p> <p>Page 16 [ADD] What the research told us: Higher proportion of young people not engaged in employment or education than the State average.</p>

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<p>4. Children and families (Early Years Services) (3)</p> <p>Early Years Services and children and families are not featured in the objectives/ actions/ indicators of any of the four strategic directions, despite the Golden Plains Shire Profile identifying the high proportion of young families in the Shire.</p>	<p>Promoting Healthy and Connected Communities pp. 14-15</p>	<p>Golden Plains Shire Profile (p. 8) "New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast."</p> <p>Health and Wellbeing - person-centred approaches: p. 10: "Person-centred approaches including opportunities to strengthen the provision of integrated, preventive health services to individuals and families at all levels of the health care system."</p> <p>Promoting Healthy and Connected Communities: research p. 14: "Lower vulnerability for early childhood development as measured by the Australian Early Development Index"</p> <p><i>Only family violence mentioned in strategic direction objectives and actions, nothing else about children and families:</i></p> <p>Health and wellbeing priorities: p. 13: "Family violence"</p> <p>Promoting Health and Connected Communities: what we are going to do & how we will go about it & how we will know if we are successful p. 15</p> <p>"Maintain and enhance community safety to enable people to feel safe and secure in their local communities, including a focus on preventing family violence."</p> <p>Delivering good governance and leadership p. 21 " Increased leadership in the area of family violence, gender equity and inclusion"</p>	<p>Possible inclusions:</p> <p>Page 15 [NEW] What we are going to do: Support, promote and deliver accessible, and responsive programs to our young families and older residents.</p> <p>.</p> <p>Page 15 [NEW] How we will go about it: Provide direct service planning, infrastructure, advocacy and resourcing across the child and family and aged and disability sectors.</p> <p>.</p> <p>Page 15 [NEW] How we will know if we are successful: Increase support and access to Council delivered, and independent provider, programs.</p>
<p>5. Aboriginal and Torres Strait Islander people and culture (2)</p> <p>Plan only refers to protecting Aboriginal and Torres Strait Islander people and culture. Important to also highlight how we will promote and celebrate Aboriginal people and culture and work towards reconciliation.</p>	<p>Managing the Natural & Built Environment pp. 18-19;</p> <p>Promoting Healthy and Connected Communities pp. 14-15</p>	<p>Managing the Built & Natural Environment, p. 19: What are we going to do: "Protect aboriginal cultural heritage in Golden Plains Shire"</p> <p>How we will know we are successful p. 18: "Recognition of Aboriginal Cultural Heritage in planning and development"</p>	<p>Possible bullet point addition:</p> <p>Page 19 [COPY]: Identify and protect Aboriginal cultural heritage in planning and development proposals.</p> <p>Page 15 What we are going to do: Build strong, vibrant communities that provide opportunities for all people to engage, connect and participate.</p> <p>Page 15 How we will go about it: Respect, celebrate and foster arts, culture and heritage across the Shire.</p>

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			<p>Page 15 [NEW] What we are going to do: Acknowledge and celebrate Aboriginal people, culture and heritage.</p>
<p>6. Arts and Culture (2)</p> <p>Important to highlight the importance of developing arts and culture in the Shire, not just protecting and celebrating what we already have.</p>	<p>Promoting Healthy and Connected Communities pp. 14-15</p>	<p>Our Council plan vision includes "vibrant" which will mostly be achieved through cultural development so it is important to add this as investing in cultural development isn't currently reflected in the plan elsewhere.</p> <p>Promoting Healthy and Connected Communities p. 15: How we will go about it: "Respect, celebrate and protect the history and diversity of our heritage, the arts and community spaces"</p>	<p>Possible amendments:</p> <p>Page 15 [COPY] How we will go about it: Respect, celebrate and foster arts, culture and heritage across the Shire.</p>
<p>7. Roads and drainage (2)</p> <p>Roads and drainage and road funding are a gap in the document.</p>	<p>Managing the Built & Natural Environment, pp. 18-19 Enhancing Local Economies, pp. 17-18</p>	<p>The key issues and priorities identified by the community for action by Council include: p. 5 "Maintaining, improving and further developing our road network"</p> <p>Golden Plains Shire Profile p. 8: "Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 10-20 years. They identified the need to plan and manage the competing interests of a growing population whilst maintaining the Shire's highly valued rural character, meet community service and infrastructure needs and maintain and improve the Shire's extensive road network."</p> <p>Enhancing local economies: p. 16 What our community told us is important: "Improving the road network, access to transport and technology to support business and investment"</p> <p>Managing the Natural and Built Environment p. 18: What our community told us is important: "Maintaining and improving the road network"</p> <p>What we are going to do: "Develop clear policy on the effective management of the local road network and ensure community engagement in developing viable and sustainable solutions."</p> <p>How we will go about it: "Review the existing Road Strategy and Road Asset Management Plan in consultation with the community and continue to advocate for improvements to arterial roads and highways"</p> <p>How we will know we are successful "Ensure consistent delivery of the Roads Maintenance Program to adopted standards"</p> <p>SRP: 4.6 Grants: Roads to recovery grant: \$950,000 (annually)</p>	<p>The Council Plan currently includes ten items that address roads, roads maintenance, roads funding and roads lobbying.</p> <p>This input may not warrant an amendment.</p>

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		<p>Rating context: "Substantial challenges associated with provision and renewal of roads, paths, and community and recreation facilities"; "Maintaining the extensive road network of over 1,800 km"</p> <p>7.5 Statement of Capital Works: Budget 2017-18 "\$3,645,000"</p>	
<p>8. Other (8) Business investment</p>	<p>Enhancing Local Economies, pp. 17-18</p>	<p>Our vision p. 9: "A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride."</p> <p>Enhancing local economies pp. 16-17: What our community told us is important:</p> <p>"Improving the road network, access to transport and technology to support business and investment"; "Streamlining planning and permit processes to facilitate business growth and investment"</p> <p>Strategic direction p. 17: "We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development."</p> <p>What we are going to do: "Seek to establish Golden Plains as a location of choice to attract new business investment and facilitate business growth."</p> <p>How we will go about it: "Implement a strategic approach to support, promote and grow our local business sector, attract new business investment, and build our visitor economy"</p> <p>How we will know we are successful: "Growth in business investment"</p>	<p>The Council Plan currently includes seven items that address business support, investment attraction and growth in business.</p> <p>This input may not warrant an amendment.</p>

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Councillor community engagement	Delivering Good Governance and Leadership, pp. 20-21	<p>What our community told us p. 5: " Improving community engagement and responsiveness and increasing citizen engagement"</p> <p>Promoting Healthy and Connected Communities pp. 14-15: What our community told us is important: "Communicating, consulting and listening to the community"</p> <p>What we are going to do: "Build community strength, capacity and resilience through fostering opportunities for people to engage, connect and participate in community life."</p> <p>How we will go about it: "Communicate, consult, and engage with our community to ensure the provision of responsive and effective services and to enable people to increase control over, and to improve, their wellbeing"</p> <p>Delivering Good Governance and Leadership, pp. 20-21: What our community told us is important: "Consulting, engaging and listening to the community"</p> <p>What we are going to do: "Encourage active community engagement, genuine and effective consultation and accountability through reporting of achievements – ‘doing what we say we will do’"</p> <p>How we will go about it: "Work towards the application of ‘deliberative engagement’ processes"; "Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council’s Community Engagement Strategy"</p> <p>How we will know we are successful: "Improved community engagement"</p>	<p>The Council Plan currently includes eight items that address community engagement and community consultation and responsiveness.</p> <p>This input may not warrant an amendment.</p>
Critical functions of Council not covered other than community health and wellbeing	Overall - four strategic directions	N/A	<p>The Council Plan identifies and highlights Council’s critical functions in its Vision (Page 9). Functions reflected in the Vision are; healthy, safe, vibrant, prosperous, sustainable, leadership, governance. The Four Strategic Directions of the Plan describe and support these functions of Council.</p> <p>This input may not warrant an amendment.</p>

Summary of the gap	Council Plan Section	What's in the current Council Plan	Possible changes, if any
Lack of health services in the centre of the Shire	Promoting Healthy and Connected Communities pp. 14-15	<p>Our Commitment to Community Health and Wellbeing p. 10: The approaches we will take to deliver health benefits for all residents include: "Person-centred approaches including opportunities to strengthen the provision of integrated, preventive health services to individuals and families at all levels of the health care system."</p> <p>Health and Wellbeing Priorities p. 11: "2. Access to local health and community services: Improve access to a range of relevant, quality health and community services for all our communities"</p> <p>Promoting Healthy and Connected Communities</p> <p>What our community told us is important: "Improved access to community and health services and facilities"</p> <p>What the research tells us about our Shire: "Limited access to health and other services"</p> <p>What we are going to do: "Strengthen and develop collaborative partnerships with others to improve health and wellbeing for all people in our community, with priorities including healthy eating, physical activity, healthy environments and health service provision." ; "Facilitate increased and equitable access to local health and community services to meet the current and future needs of our community."</p> <p>How we will go about it: "Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure."</p> <p>How we will know we are successful: "Improved access to health and community services for people of all ages and abilities"</p>	<p>Access to health services and facilities is specifically addressed in more detail in the new Health and Wellbeing Action Plan 2018. The Council Plan is a high level strategic document and does not include this level of detail.</p> <p>Possible amendment:</p> <p>Page 15 How we will know we are successful: Improved access to health and community services for people of all ages, abilities and localities within the Shire.</p>

Summary of the gap	Council Plan Section	What's in the current Council Plan	Possible changes, if any
Lack of physical activities 40 to 60 year olds	Promoting Healthy and Connected Communities pp. 14-15	<p>Promoting Healthy and Connected Communities pp. 14-15</p> <p>What the research tells us about our Shire: "Lower proportion of people undertaking physical activity on four or more days than for Victoria"</p> <p>What we are going to do: "Strengthen and develop collaborative partnerships with others to improve health and wellbeing for all people in our community, with priorities including healthy eating, physical activity, healthy environments and health service provision."</p> <p>How we will go about it: "Provide and support programs, activities, and spaces to promote and encourage health and wellbeing for people of all ages and abilities"; "Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community"</p>	<p><i>"Strengthen and develop collaborative partnerships with others to improve health and wellbeing for all people in our community, with priorities including healthy eating, physical activity, healthy environments and health service provision"</i> is a key statement in Promoting Healthy and Connected Communities.</p> <p>It is important to view the Council Plan as an integrated strategic document. It is acknowledged that the Council Plan is not specific for all segments of the population but it is categorically inclusive of all with multiple references that demonstrate this. Segmenting of service delivery happens within the Health and Wellbeing Action Plan 2018.</p> <p>This input may not warrant an amendment.</p>
Long term planning for all communities	Delivering Good Governance and Leadership, pp. 20-21	<p>What our community told us p. 5: "Longer term, evidence based community planning that recognises the Shire's changing demographic profile"</p> <p>Delivering Good Governance and Leadership, pp. 20-21:</p> <p>What our community told us is important: "Planning for the longer term based on an evidence based approach"</p> <p>Strategic direction: "We will govern with integrity, plan for the future, and advocate for our community"</p> <p>What we are going to do: "Increase trust, ensure open and transparent good governance and active engagement through Council planning and decision making in the long-term interests of the community"</p> <p>How we will go about it: "Develop a long-term (25-year) community plan outlining a future vision for Golden Plains Shire"; "Continue long term financial planning that outlines the emerging challenges for the Shire"</p> <p>How we will know we are successful: "Recognition of long term planning in Council decision making"</p>	<p>The development of a 25 year plan is included in Delivering Good Governance & Leadership. A further five items currently address long term planning, decision making and the future.</p> <p>This input may not warrant an amendment.</p>

Summary of the gap	Council Plan Section	What's in the current Council Plan	Possible changes, if any
Natural environment should be in a category of its own	Managing the Natural & Built Environment pp. 18-19	Managing the Natural & Built Environment pp. 18-19	<p>The Strategic Direction Managing the Natural & Built Environment places a strong stronger emphasis on the natural environment than previously. Managing responsibilities in environmental services is well balanced with responsibilities managing the built environment thorough planning services.</p> <p>Additionally, the size of the change that an alteration like this would require is outside of the scope of this Council Plan Review process.</p> <p>This input may not warrant an amendment.</p>
No history for tourism	Enhancing Local Economies, pp. 17-18	<p>Enhancing local economies pp. 16-17</p> <p>What our community told us is important: "Promoting, supporting and encouraging the rural economy and tourism"</p> <p>Strategic direction: "We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development"</p> <p>What we are going to do: "Work with regional and broader businesses and industry to develop our visitor economy as a key contributor to local economic sustainability"</p> <p>How we will go about it: " Implement a strategic approach to support, promote and grow our local business sector, attract new business investment, and build our visitor economy"</p> <p>How we will know we are successful: "Growth in the visitor economy"</p>	<p>The Council Plan currently includes five items that address tourism development and building the visitor economy. Segmenting of service delivery happens within the 2017-2021 Economic Development and Tourism Strategy. The Strategy was developed based on, and aligns with, this Council Plan.</p> <p>This input may not warrant an amendment.</p>