



# **ATTACHMENTS**

**Under Separate Cover  
Council Meeting**

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**6.00pm Tuesday 27 April 2021**



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# COUNCIL PLAN 2021-2025

**DRAFT**





# ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar people. We acknowledge them as the Traditional Owners and Custodians.

Council pays its respects to Wadawurrung Elders past, present and emerging. Council also respects Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of the Golden Plains Shire.

*Image: Sunset over Bunjil's Lookout in Maude.  
Artwork: 'Wabdallah' by Shu Brown*



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# ABOUT THE COUNCIL PLAN 2021-2025

The Council Plan 2021-2025 is Council's commitment to delivering on the dreams and aspirations outlined in the Golden Plains Shire Community Vision 2040.

The *Local Government Act 2020* requires that a Council Plan be prepared and adopted by 31 October in the year following a general election and that Council must address the strategic planning principles outlined in the Act in the preparation of its Council Plan and other strategic plans. The Plan plays a key role in setting the strategic direction of Council for the Council term and ensuring an integrated approach is taken to planning, monitoring and performance reporting (outlined in the Corporate Planning Framework as provided below).

The Council Plan has been informed by extensive community engagement and expands on the four Themes of the Community Vision- Community, Liveability, Sustainability and Prosperity with the inclusion of an additional theme in Leadership. The Themes and Community Priorities provide the framework for Golden Plains Shire to align its strategic objectives and actions to for the next four years.

In addition, the Council Plan 2021-2025 incorporates the Municipal Public Health and Wellbeing Plan (MPHWP) as required under the *Public Health and Wellbeing Act 2008*. This ensures the priorities for supporting, protecting and improving the health and wellbeing of the Golden Plains Shire community are at the forefront of Council's strategic planning and are integrated across all Council services and initiatives.

Time Period	VISION, STRATEGY AND POLICY	RESOURCE ALLOCATION AND MANAGEMENT	
10+ YEARS	 Community Vision	Asset Plan Financial Plan	↑ Community engagement ↑ ↑
4+ YEARS	Council Plan MPHWP Plan Municipal Strategic Statement Other Strategic Plans	Budget Workforce Plan Revenue & Rating Plan	
CYCLIC AND ONGOING PROCESSES	Strategies Action Plans Service Plans GPS Community Plans Programs, projects and initiatives Masterplans and growth plans	Budgets Plant and equipment Staff Grant funding Financial modelling Asset planning	







# OUR SHIRE

Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of 24,249 people across 56 vibrant rural communities.



**2,705**  
sqkm of land



**16**  
townships



**24,249**  
people



**56**  
communities



**2.6%**  
growth rate per annum



**42,193**  
2041 projected population



Renowned for its award-winning food and wine, iconic music festivals, goldfield heritage and friendly communities, Golden Plains Shire is an attractive destination both to visit and to call home.

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.

Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment.

As one of the fastest growing regions in rural Victoria, boasting rich biodiversity and a broad range of flora and fauna, Golden Plains Shire has much to offer.

Golden Plains also offers many opportunities for businesses, investment, sustainable

development and employment, with more than 1,982 businesses including farming, construction, retail and home-based businesses.

The Shire has a strong agricultural sector, with a history of wool, sheep and grain production. Now-a-days the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef and goat dairy, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the regions tourism offering, with visitors attracted to the region's picturesque wineries, gourmet food producers, agri-tourism and the monthly Golden Plains Farmers' Market.

Golden Plains Shire is one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. Council is encouraging continued growth and investment in intensive agriculture, by establishing the Golden Plains Food Production

Precinct, near Lethbridge, which is on track to become one of Victoria's premier areas for intensive agriculture development and expansion.

Council is recognised for engaging with its communities to build community spirit and plan for growth and future facilities and services. Residents continue to support their townships, with high levels of participation in clubs, activities and volunteering.

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 20 years through the Community Vision process. 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.



# COUNCIL'S VISION

*A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.*

**OUR COMMUNITY • OUR ECONOMY • OUR PRIDE**

# COUNCIL'S MISSION

**We will achieve our vision through:**

Demonstrating good governance and involving the community in decision-making.

Working and advocating in partnership with our community to address social, economic and environmental challenges.

Promoting gender equality and equity and inclusion for all.

Sustaining a focus on long-term outcomes and delivering increased public value through good decision-making and strategic spending.

Building awareness and strategic alliances with government, regional groups and the community.

# COUNCIL'S VALUES

## **Honesty and Integrity**

We will act ethically and honestly and work to continue to build the trust and confidence of the community.

## **Leadership**

We will demonstrate strong and collaborative community leadership.

## **Accountability**

We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions.

## **Adaptability**

We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience.

## **Fairness**

We will base our decision-making on research, information and understanding of the needs and aspirations of the whole community and promote equitable access to the Shire's services and public places.



# FROM THE MAYOR

*As the Mayor of Golden Plains and on behalf of the Shire's Councillors, I am proud to present the Golden Plains Shire Council Plan 2021-2025.*



It is my honour to be serving my fourth term as a Councillor and each term has been defined by its Council Plan – the engagement, the commitment and the delivery of the promises we have made to our residents that are at the core of why we choose to serve in local government.

Every four years, our Councillor group of long-serving and new representatives come together with a mandate from our community to guide the organisation and the services of local government in the right direction. Built on the views and ideas of community members through an extensive engagement process, we are united in our goal to shape a quality four-year strategic plan for Council and the community.

Developing the Council Plan for 2021-2025 was a unique experience, as for the first time it was directly guided by the over-arching Golden Plains Community Vision 2040. Led by a community reference group, the Vision was built by the people, for the people and the result is a truly impressive vision for Golden Plains Shire over the next 20 years.

Respecting this Vision, the goal of the Council Plan 2021-2025 is to identify and refine the priorities of Council for the next four years. With a clear strategic direction for Golden Plains Shire, Council is also best placed to advocate for greater Federal and State Government investment in health, education,

public transport and infrastructure for our local residents.

The Plan's principal themes of Community, Liveability, Sustainability and Prosperity are the very same themes of the Vision, with the addition of the theme of Leadership. The marriage of these two key strategic documents ensures that our Council is moving forward in the direction that our community wants the Shire to head and the Council Plan 2021-2025 details the first important steps on this journey, under the umbrella of the Vision.

Through the development of the Community Vision 2040 and the creation of the Council Plan 2021-2025, we have a more detailed understanding and a great appreciation for the many and varied challenges and opportunities that face our Shire now and in the coming years. We know we are large Shire with a limited revenue base; that we have a long list of assets to maintain while also wanting to build new community infrastructure for our communities. Living through the COVID-19 pandemic experience, we are keenly aware of the importance of local government in everyday life, as we play a key role in strengthening and celebrating our communities and delivering valued, personal services to Golden Plains' people of all ages.

We also see great opportunity in our Shire, with significant population growth inspiring investment and economic development. Our advocacy

for Golden Plains has attracted increased government support and we have capitalised on unique COVID-19 recovery funding programs to deliver valuable infrastructure our community wants and needs.

The Council Plan 2021-2025, incorporating the Municipal Public Health and Wellbeing Plan 2021-2025, takes this knowledge of who we are and where we are and delivers on the goals of the community and the Council for the next four years.

Together as a Councillor group and Council organisation, we sought to craft a Council Plan that is aspirational and achievable; fair and balanced; progressive and innovative. We want a plan that respects who we are as a Shire, and also maps out a clear, confident direction for who we can become. We want the people of Golden Plains to see their ideas and views in this plan and also to understand the commitment of Council for the next four years.

As a Council, we are pleased to have met all these objectives with the creation of this Council Plan 2021-2025. Over the next four years, Council is excited to deliver on this plan and its commitments. We thank the community for their engagement and support, and we look forward to partnering with the people and communities of Golden Plains Shire to make these ideals and aspirations a reality.

**Mayor Cr Helena Kirby**

# YOUR COUNCILLORS



**CR IAN  
GETSOM**

Cr Ian Getsom is a long-term Piggoreet resident, living on a rural property farmed by his sons. He has volunteered for almost 40 years with the CFA and is the President of the Happy Valley community hall. With a career in transport, he worked as a train controller during his 15 years on Victorian railways and now drives school and charter bus runs in the north of the Shire.

Cr Getsom prides himself on being an approachable Councillor and looks forward to building strong working relationships with the Council staff. He is passionate about boosting services across the many townships of the Shire and improving the vitality of its villages.

Cr Getsom is a Community Services Portfolio Councillor and is Deputy Mayor for 2020-21. He is also Council's representative on Timber Towns, Ballarat Regional Landfill Monitoring Committee and the G21 Transport Pillar.



**CR OWEN  
SHARKEY**

Cr Owen Sharkey is a resident of Batesford who brings career experience from the construction and housing industry to his role in Council. Elected to serve his second term as a Councillor, Cr Sharkey was Mayor of Golden Plains Shire in 2018-19 and 2019-20.

Cr Sharkey is dedicated to supporting local youth, cultural diversity and business development, with a focus on recovery from the COVID-19 pandemic. His priorities for Council include maintaining strong regional partnerships, highlighting the challenges for peri urban municipalities and advocating for an improved rating structure.

Cr Sharkey is a Community Services Portfolio Councillor and Council's representative on to the Municipal Association of Victoria and its Human Service Committee, as well as the Geelong Regional Library Corporation Board.



**CR LES  
ROWE**

Cr Les Rowe is a life-long resident of Sutherlands Creek, where he and his family farm properties in the Moorabool Valley, near the land his ancestors settled more than 160 years ago.

Cr Rowe is a strong advocate for the local agricultural industry and rural communities. Serving his second term as a Councillor, he is dedicated to improving the local road and bridge network, community consultation, supporting local businesses and job creation, and Council delivering on the Community Vision 2040.

Cr Rowe is a Corporate Services Portfolio Councillor and Council's representative on the Geelong Heritage Centre Collection Advisory Committee, Golden Plains Municipal Fire Management Planning Committee and the G21 Education & Training and Arts, Heritage & Culture Pillars.





### MAYOR CR HELENA KIRBY

Mayor Cr Helena Kirby has lived in Rokewood for 30 years and with her family, she owns and operates the Rokewood Take Away store. Serving her fourth consecutive term as a Councillor, she was elected Mayor for 2020-21, a role she previously held in 2017-18.

Cr Kirby is passionate about ensuring equity of services in the Shire's small towns, community consultation and engagement, and community planning. During the Council term, she is focused on economic development, activating community spaces including local halls and playgrounds, and protecting the rural lifestyle of Golden Plains Shire.

In her role as Mayor, Cr Kirby serves on the Audit & Risk Committee, G21 Board of Directors, Central Highlands Councils Victoria and the Berrybank Wind Farm Community Engagement Committee. Cr Kirby is also Council's representative on the Peri Urban Group of Rural Councils, Golden Plains Disability Access & Inclusion Committee and Rural Financial Counselling Service – Colac Local Reference Group.



### CR CLAYTON WHITFIELD

Cr Clayton Whitfield has lived in Inverleigh for the past 14 years and brings managerial skills and statutory knowledge from his experience in the domestic building sector, as a Trade Section Commander in the Army, a vocational educator at The Gordon, and a building consultant.

Cr Whitfield is passionate about improving Council's asset maintenance and budget efficiency, supporting youth in rural areas and community consultation. He sees balancing the Shire's population growth while maintaining rural appeal as an important challenge for Council.

Cr Whitfield is an Infrastructure and Development Portfolio Councillor and Council's representative on the Municipal Association of Victoria's Emergency Management Committee and the G21 Planning and Services Pillar.



### CR GAVIN GAMBLE

As a Teesdale local of 18 years, Cr Gavin Gamble has a long history of active community involvement in the Shire, including as a Community Coordinator and Cub Scout leader, on Friends groups and the Turtle Bend Committee of Management, and with sporting clubs. He has professional experience as a school teacher, brewer and now operates his own gardening business across Golden Plains Shire.

Cr Gamble is a member of the Australian Greens and is passionate about pursuing action to address climate change, protecting the Shire's unique biodiversity, responsible development and township enhancements, provision of greater transport and recreational options, and support for cultural and wellbeing initiatives.

Cr Gamble is an Infrastructure and Development Portfolio Councillor and Council's representative on the Grampians Central West Waste and Resource Recovery Group, the G21 Environment Pillar and the Municipal Association of Victoria's Transport and Infrastructure Committee and Environment Committee.



### CR BRETT CUNNINGHAM

A resident of Bannockburn and formerly Teesdale, Cr Brett Cunningham has professional experience in marketing, corporate services and stakeholder relations roles. He is the chairperson of Bannockburn & District Grants Inc. and the Bannockburn and Surrounds Neighbourhood Watch.

Cr Cunningham is dedicated to strengthening confidence in Council and building community support through transparency and engagement. He is focused on developing youth and mental health services, greater road funding and improved facility maintenance.

Cr Cunningham is a Corporate Service's Portfolio Councillor and a member of Council's Audit and Risk Committee. He is Council's representative on the Tourism Greater Geelong and Bellarine Board, the Municipal Association of Victoria's Financial Assistance Grants and Rate Capping Taskforce, and the G21 Economic Development, Health and Wellbeing, and Sport and Recreation Pillars.

# OUR ORGANISATION

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan.

Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation.



**ERIC BRASLIS**  
Chief Executive Officer



**PHILIPPA O'SULLIVAN**  
Director Corporate Services



**LISA LETIC**  
Director Community Services



**PHIL JOSIPOVIC**  
Director Infrastructure and Development



## VISION & VALUES

Where people matter  
Communities are connected  
And the future is bright

**PRIDE RESPECT INTEGRITY COLLABORATION EXCELLENCE**



# ORGANISATIONAL STRUCTURE



# COMMUNITY VISION 2040

The Golden Plains Shire Community Vision 2040 is a plan that captures the hopes and aspirations of the whole community, and ensures we are planning a bright future for all.



The Community Vision outlines how the entire Golden Plains community can work together towards common goals and meet the Shire's needs, both now and into the future.

A key component of developing a Community Vision for the first time in Golden Plains was engaging broadly, to capture and represent the diverse hopes and aspirations of all Golden Plains residents and stakeholders. Following an open Expression of Interest process, a dedicated Community Reference Group was formed in October 2019 and the group undertook engagement training and co-design workshops to lead and guide the Vision 2040 project.

Community engagement to promote and capture input for the Vision from across the Shire was undertaken during February and March 2020 and promoted via print, online and social media. Engagement activities included attendance at events, community conversation posts, postcards, online surveying, newsletters and a dedicated student session at Bannockburn P-12 College.

A total of 534 responses, representing more than 2.3% of the Shire population, were gathered from across a range of age groups, demographics and locations. To represent and refine the engagement information, the Community Reference Group workshopped and analysed the data into a series of Themes, Community Priorities and Vision Statements to form a Concept for the Vision that could be further tested with community and stakeholders in June 2020.

Following additional feedback and a further 33 written responses, refinement of the Concept was completed by the Community Reference Group to form the Draft Community Vision document that was presented to Council in August 2020.

The final stage of engagement involved the Draft Vision being publicised and made available for public viewing and submission from August to November 2020. Minor updates and changes were considered and provided for the final version Golden Plains Shire Community Vision 2040 which was presented to and adopted by Golden Plains Shire Council on 15 December 2020.

The Council Plan is Council's response to addressing the high-level and long-term hopes and aspirations outlined in the Golden Plains Community Vision 2040 for the period 2021-2025. The Themes, Community Priorities and Vision Statements of the Community Vision 2040 have provided the strategic framework for the Council Plan 2021-2025 and ensure that Council's priorities, actions and initiatives are aligned to the Vision of the Shire community.

This is consistent with Section 89 of the *Local Government Act 2020* which requires that the preparation of the Council Plan (and other strategic plans) must address the Community Vision.

**534**   
responses

**2.3%**  
of Shire population



## VISION THEMES AND COMMUNITY PRIORITIES



### COMMUNITY

- Proud
- Safe
- Inclusive
- Connected
- Engaged
- Resilient
- Supported
- Contributing



### LIVEABILITY

- Health and Wellbeing
- Rural and Urban Living
- Country Feel
- Active and Passive Recreation
- Services, Facilities and Activities
- Connected Transport



### SUSTAINABILITY

- Environmental Stewardship
- Value and Preserve Ecosystems, Nature and Cultural Heritage
- Responsible Attitudes and Behaviours
- Clean and Green Future



### PROSPERITY

- Learning, Education and Training
- Shopping, Goods and Services
- Employment Opportunities and Pathways
- Supporting Local Producers and Business
- Advocacy and Partnerships



# THE ENGAGEMENT PROCESS

*Council conducted an extensive and deliberative engagement process to inform and develop the Council Plan 2021-2025 and Municipal Public Health and Wellbeing Plan in accordance with Council's Community Engagement Policy.*



## WHAT WE DID

Following on from the Golden Plains Shire Community Vision 2040 process, further engagement to determine priorities and deliverables under the themes of the Community Vision 2040 and Municipal Public Health and Wellbeing Plan was undertaken.

Council conducted an online survey on the Have Your Say page on Council's website to seek input from the community on the key priorities for the Council Plan 2021-2025. The online survey consisted of free-text and targeted answers to align with the Community Vision 2040 themes. Health and Wellbeing was further explored with survey participants ranking the 10 Victorian Public Health and Wellbeing Plan priorities in terms of importance for Golden Plains Shire and also providing free text Health and Wellbeing responses.

Council developed and distributed postcards that reflected the Community Vision 2040 themes in alignment with the online survey

to provide the opportunity for written input. The postcards were widely distributed at a number of community engagement listening posts across the Shire and were made available at Council's Customer Centres in Bannockburn and Smythesdale.

The Council Plan engagement was extensively advertised on Council's website, via social media channels and through print media, including the Golden Plains Times.

A feature on the Council Plan engagement was provided in the Golden Plains Shire Gazette that is delivered to all residents across the municipality. This included a hard copy survey for readers to complete and return to Council. It also provided the website address to link residents to the online survey and information.

The Mayor, Councillors, and Council Staff attended a number of community events, including Community Conversation Posts at:

- Rokewood Township and Dereel Multi Town Garage Sale

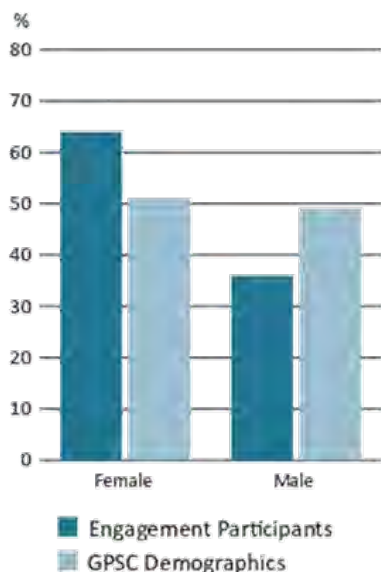
- Golden Plains Farmers' Market in Bannockburn
- Smythesdale Arts & Music Fiesta
- Online Councillor Workshop
- The Skate, Scoot and BMX clinic/competition in Bannockburn, with more than 200 young people and their family members in attendance.

To further seek input across the various geographic locations, Coffee with your Councillors sessions based around the Council Plan were conducted at nine separate venues across the Shire, providing direct face-to-face interaction with Councillors. These were at Haddon, Cape Clear, Lethbridge, Ross Creek, Napoleons, Teesdale, Linton, Meredith and Inverleigh.

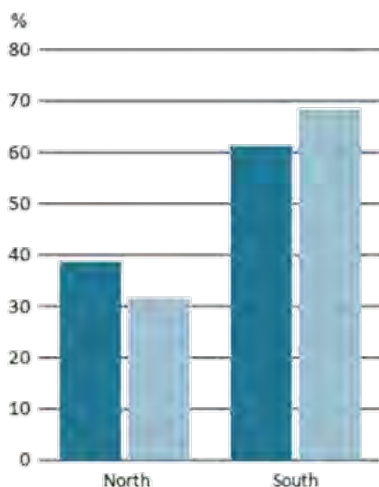
A total of 219 responses were received from the community on the Council Plan 2021-2025, which included 158 online responses, 52 postcard responses, 4 Gazette responses, 4 email and 1 letter response.

## WHO PARTICIPATED

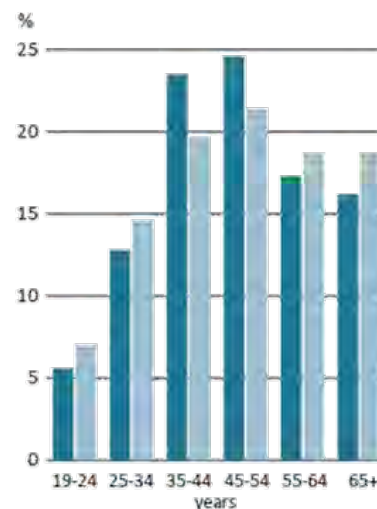
Gender of respondents


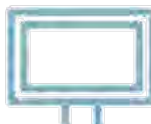




Location of respondents



Age group of respondents



219  responses
158  online
57  written
4  email

## WHAT OUR COMMUNITY TOLD US

Key issues and priorities identified by the community, through the Council Plan engagement, include:

<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Safety</li> <li>• Community events and activities</li> <li>• Supporting community and community groups</li> <li>• Connecting and including communities</li> </ul>	<p><b>Liveability</b></p> <ul style="list-style-type: none"> <li>• Roads, road safety, and connected transport</li> <li>• Balancing rural living and urban growth</li> <li>• Active and passive recreation</li> <li>• Footpaths, walking and bike tracks</li> </ul>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Waste management, education, and household waste services</li> <li>• Environment and bushland management</li> <li>• Protecting native vegetation, cultural heritage and eco systems</li> <li>• Clean and green technology and renewable energy</li> </ul>
<p><b>Prosperity</b></p> <ul style="list-style-type: none"> <li>• Supporting local producers, agriculture and business</li> <li>• Better shops, retail, and hospitality options</li> <li>• Education, apprenticeships and job-ready training at schools</li> <li>• Local employment opportunities</li> </ul>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Community involvement and feedback in decisions</li> <li>• Accountable and transparent governance</li> <li>• More responsive customer service</li> <li>• Consultation, engagement, and representing/supporting community</li> </ul>	<p><b>Health and Wellbeing</b> (Free text responses)</p> <ul style="list-style-type: none"> <li>• Local mental health support</li> <li>• Accessibility of health services across the Shire and smaller townships</li> <li>• Events/activities to encourage health and wellbeing</li> <li>• Access to community buildings/ facilities the support health and wellbeing</li> </ul>



# SERVICE DELIVERY HIGHLIGHTS

Golden Plains Shire Council delivers more than 60 valuable community services for our local residents including maternal and child health care, active ageing and inclusion programs, statutory and strategic planning and waste management.



This important work to benefit the lives of our community will continue every day, every year as part of the Council Plan 2021-2025.



The service delivery highlights are annual figures, either the 2019/20 Financial Year or 2020 Calendar Year.





*'Mental health initiatives that reach as many residents as possible'*

(35- 44 years from She Oaks)



# OUR COMMITMENT TO IMPROVING COMMUNITY HEALTH AND WELLBEING

This Council Plan integrates Council's Municipal Public Health and Wellbeing Plan and details our commitment to work in a collaborative and coordinated way to create supportive, inclusive and empowering environments that enable all of community to achieve optimal health and wellbeing outcomes.

*Health and wellbeing is driven by a complex interaction of individual characteristics, lifestyle and the physical, social and economic environment. There is a range of wider determinants on health and wellbeing including income, early childhood experiences, gender stereotypes, norms and expectations, education, employment, social inclusion, housing and geography, living and working conditions, quality of air, soil and water and health systems.*

The Victorian Public Health and Wellbeing Plan 2019-2023

The plan embeds an integrated responsibility across all areas of Council to reflect the view that 'health and wellbeing is everyone's responsibility'.

Council's health and wellbeing priorities, outcomes and strategies have been developed with regard to the Victorian Public Health and Wellbeing Plan 2019-2023. The Plan sets the direction and provides a framework for coordinated action, ensuring Victorians of all ages are afforded the opportunity for optimal health and wellbeing so they can participate fully in their community.

The state priorities identified for 2019-2023 are:

- Improving mental wellbeing
- Increasing active living
- Preventing all forms of violence
- Increasing healthy eating
- Tackling climate change and its impact on health

- Reducing injury
- Improving sexual and reproductive health
- Reducing harmful alcohol and drug use
- Reducing tobacco-related harm
- Decreasing the risk of drug resistant infections in the community

Golden Plains Shire Council actively participates in regional approaches to strengthen collective health and wellbeing action, contributing to both the Central Highlands Primary Care Partnership (CHPCP) and G21 Regional Alliance. Both CHPCP and G21 identify 'healthier eating and active living' as the health and wellbeing priority for regional action moving forward.

Acknowledging the broader Victorian and regional context for community health and wellbeing planning, the Golden Plains Shire

Council priorities for supporting and improving the health and wellbeing of our community are informed by extensive community consultation, consultation with regional partners and key stakeholder engagement.

Twenty-seven key stakeholders from community health organisations, regional networks, preventative health service providers, regional sporting associations, family violence support services the education and disability sector within Council contributed to data collection. These stakeholders provided information on current and emerging community health needs, highlighted existing challenges in the delivery of community health initiatives, and identified a range of actions to address these current needs and challenges. Their responses helped inform Council's health and wellbeing priorities and strategies, with further engagement planned to develop Council's Action Plan and monitoring and evaluation framework.

In addition, a comprehensive 'Community Health and Wellbeing Profile' provided by the CHPCP, and examination of other local health and wellbeing data provides an evidence base around current trends and issues, helping to identify priority areas for action.



Requirements of the *Public Health and Wellbeing Act 2008* specify inclusion of measures to prevent family violence and respond to the needs of victims of family violence in the local community and under the *Climate Change Act 2017*. Councils are required to have regard to climate change when preparing a municipal public health and wellbeing plan. To determine the health needs of the Shire, an examination of health status and the determinants of health at a local level was completed. We recognise that health status varies markedly across the population and acknowledge that social and economic factors significantly contribute to health inequities, and consequently impact the ability of an individual to achieve optimal health.

The following pages provide an overview of the determinants of health and the health status of Golden Plains Shire, helping to identify the current and emerging health needs of our community, and guide our public health work.

We are committed to working collaboratively with our community, the Department of Health, and health and wellbeing partners to address the broader social determinants of health, respond to diverse community needs and tackle the attitudes, systems and structures that reinforce health inequities. We will specifically work in collaboration with our community to co-design,

implement, monitor and evaluate our health and wellbeing actions, to ensure they are relevant, appropriate and responsive to emerging and changing community health needs.

We support the notion that 'health and wellbeing improvements cannot be ensured by the health sector alone' and this is reflected in our approach to integrating health and wellbeing matters across all areas of Council activity, and driving collective and coordinated action across sectors to achieve shared health and wellbeing outcomes.

The approaches we will take to improving health and wellbeing outcomes for all residents include:

- **Placed based and local solutions**

Recognising how the places where people live, learn, work and play have an important role in shaping health and wellbeing. Developing and delivering local solutions to local problems.

- **Sustainable progress**

Embedding capacity building and empowerment into all health and wellbeing actions to ensure long-term benefits can be sustained.

- **Increasing access**

Facilitating increased and equitable access to local health and community services to meet the current and future needs of our community.

Golden Plains Shire Council is uniquely positioned to support a more collaborative and integrated approach to preventative health planning, implementation and evaluation through Integrated Health Promotion funding from the Department of Health. This funding aids in supporting and delivering community health initiatives that reduce health inequities across the Shire.

A detailed action plan will be developed outlining specific actions that Golden Plains Shire Council and our key partners will collaborate on, to achieve our identified health and wellbeing priorities. Ongoing governance and monitoring will be conducted annually to review, modify and evaluate effectiveness and measure the success and impact of our work. This will ensure that we take a holistic approach to health and wellbeing matters and are proactive in addressing emerging community health needs with place-based and people-centered initiatives.



# HEALTH STATUS

Health status refers to the overall level of health of an individual, group or population based on measures including life expectancy, amount of disability/ill health and levels of disease risk factors. Health status is measured through a number of indicators including life expectancy, morbidity, mortality, burden of disease and rates of chronic disease.

The table below includes data relating to health status indicators for Golden Plains Shire and makes a comparison to Victorian health status levels.

Green	Better than Victorian average
Yellow	Similar to Victorian average
Red	Poorer than Victorian average

Health Status Golden Plains Shire				
Topic	Indicator	Golden Plains	Victoria	
Life expectancy and mortality rates	Median age of death	78	82	
	Standardised death rate per 1,000	5.7	5.0	
	Avoidable mortality rate per 100,000	116.9	106.6	
	Premature mortality per 100,000	239.2	218.1	
Prevention and early intervention	<b>Health checks and screenings in past two years*</b>			
	Blood pressure	73%	80%	
	Cholesterol check	52%	57%	
	Blood glucose test	48%	51%	
	Mammogram	79%	79%	
	Pap test	72.1%	73.1%	
	Bowel cancer test – aged over 50 years	57%	60.0%	
	<b>Modifiable risk factors*</b>			
	Adults who were over weight (pre-obese & obese)	55%	50.8%	
	Adults who did not meet the fruit & vegetable consumption guidelines	60.6%	51.7%	
	Adults drinking sugar sweetened soft drinks daily	13%	10%	
	Adults who met the physical activity guideline	58.6%	50.9%	
	Adults spending at least 7 hours a day sitting on a weekday	19.2%	26.6	
	Adults who are current smokers	21%	17%	
	Adults at increased lifetime risk of harm from alcohol consumption	64%	59%	
	<b>Potentially preventable hospitalisations (PPH)</b>			
	Chronic Conditions rate per 1,000 population	16.8	14.8	
	Acute conditions rate per 1,000 population	14.3	12.6	
	Vaccines preventable rate per 1,000 population	1.9	2.5	
	Top 4 PPH conditions for: Males cellulitis, congestive cardiac failure, chronic obstructive pulmonary disease, dental conditions Females: iron deficiency anaemia, congestive cardiac failure, urinary tract infections	Victoria: iron deficiency anaemia, congestive cardiac failure, urinary tract infections, cellulitis		
	Rate of hospitalisations per 100,000	43,305	39,913	
	Chronic disease	Adult population with doctor-diagnosed asthma*	27%	20%
		Persons reporting Type 2 diabetes*	4.5%	5%
Persons reporting hypertension*		30%	25%	
Adult population with two or more chronic diseases*		26%	25%	
New cancer diagnosis rate per 100,000 (over 2 years)		558	534	
Disability	Estimated number of residents with a disability**	4,122	17%	
	People needing help in their day-to-day lives due to disability	4.6%	5.1%	

Source: Central Highlands Primary Care Partnership Community Health and Wellbeing Profile, December 2020 and Health and Wellbeing Snapshot, <https://www.chpcp.org/>

\*Victorian Population Health Survey 2017 (not whole of population)

\*\* Derived from Victorian rate of 17% - based on Estimated Resident Population for Golden Plains in 2020

Data is the latest available at time of publication – see source for relevant year

# HEALTH DETERMINANTS

*The determinants of health are the circumstances, factors and conditions in which people are born, live, work and age.*

These conditions are often external factors that influence an individual's ability to maintain optimal health and are often out of the direct control of the individual. Determinants of health can be categorised into the social, cultural and economic environment, the physical environment, and individual lifestyle characteristics and behaviours.

Health inequities are the differences in health status or the distribution of health resources between different population groups, that arise from

the social and environmental conditions in which people live, work and grow. The top three health inequities for Golden Plains Shire residents are:

1. Access to community health services (including allied health, mental health support and prevention and response services)
2. Access to public transport (within the Shire and to/from Geelong and Ballarat)
3. Access to social support (rural and remote communities experience

greater rates of social isolation and consequent negative impacts on mental health)

The impact of health inequities on the health status of Golden Plains Shire residents is shown in the health status table on the previous page.

The social determinants of health are considered the most important factors which determine optimal or ill health and can significantly strengthen or undermine the health of individuals and communities.

**Key social determinants of health include:**

**Socioeconomic position** is defined by indicators including education attainment, occupation and income. In general, the higher the socioeconomic position the greater the chance of positive health outcomes, and the lower the socioeconomic position the greater the risk of poorer health outcomes including ill health, disability and lower life expectancy. Education attainment, stable occupation and secure income allow an individual to have greater access to and choice of goods and services that support health and wellbeing.

**Early life** including perinatal, early childhood development, physical development and emotional support are important in establishing healthy social, emotional, cognitive and physical wellbeing in children, and set them up for greater health outcomes later in life. Investment in early childhood development can reduce the risk of children experiencing health inequities, and can provide greater opportunities for learning, building social connections and meaningfully participating in their community.

**Social capital** is defined by an individual's social support networks, social connectedness and meaningful participation in the community. Increased social capital is associated with positive health outcomes including positive physical and mental wellbeing, whilst decreased social capital is associated with poorer health outcomes including social exclusion, isolation and loneliness.

**Employment** People who are unemployed are at a greater risk of poorer health outcomes including illness, disability and psychological stress, whilst people who are employed generally have a more positive sense of identity, higher self-esteem and greater opportunities for social interaction and personal development which lead to more positive health outcomes.

**Housing** Access to safe, affordable and secure housing is associated with better health outcomes, and increases an individual's ability to participate in work, education and community life. Poor housing conditions can increase stress, social isolation and risk of disease or injury, whilst secure and affordable housing can increase an individual's sense of stability and control.

**Residential environment** Individuals who live in communities that offer access to a wide range of goods, services and built and natural environments that support healthy lifestyles are more likely to experience positive health outcomes. Environments that provide appropriate housing, transport, infrastructure and opportunities for social interaction promote positive physical, mental and emotional wellbeing and support the development of healthy behaviours.

An examination of health determinants data is included under each Council Plan theme in the 'Data and Context' section highlighting the integration of health determinants into the Council Plan.








# HEALTH AND WELLBEING PRIORITIES

We are committed to the following health and wellbeing priorities that underpin the Council Plan and strategic direction for the next four years and beyond.

These priorities were developed through an examination of health status and health determinant data, analysis of the Victorian Public Health and Wellbeing Plan, extensive community consultation and in-depth stakeholder engagement.

The symbols below will be used throughout the Council Plan to identify actions related to our health and wellbeing priorities.

				
<p><b>Improving mental wellbeing</b></p>	<p><b>Increasing active living</b></p>	<p><b>Preventing family violence and advancing gender equity</b></p>	<p><b>Increasing healthy eating</b></p>	<p><b>Tackling climate change and its impact on health</b></p>
<ul style="list-style-type: none"> <li>Improved awareness and understanding of mental wellbeing and mental illness</li> <li>Improved access to mental health support services</li> <li>Increased opportunities for social connection and meaningful participation in the community</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities to be physically active</li> <li>Accessible places and spaces that support physical activity for all</li> </ul>	<ul style="list-style-type: none"> <li>Increased education and awareness around gender equity and respectful relationships</li> <li>Increased initiatives addressing gender equity</li> <li>Improved access to an integrated response system to support those experiencing family violence</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of healthy eating and associated health implications</li> <li>Improved access to safe, affordable and nutritious food</li> </ul>	<ul style="list-style-type: none"> <li>Increased sustainable food production initiatives</li> <li>Improved understanding of how to address the impact of climate change on health</li> </ul>

# STRUCTURE OF COUNCIL PLAN

The Council Plan structure reflects the requirements of the *Local Government Act 2020* but is also arranged to group similar community priorities and activities of Council and provide easy readability and transparency.

Section 90 of the *Local Government Act 2020* states that a Council Plan must include the following:

- (a) the strategic direction of the Council;
- (b) strategic objectives for achieving the strategic direction;
- (c) strategies for achieving the objectives for a period of at least the next 4 financial years;
- (d) strategic indicators for monitoring the achievement of the objectives;
- (e) a description of the Council's initiatives and priorities for services, infrastructure and amenity;
- (f) any other matters prescribed by the regulations.

## STRUCTURE OF CONTENT THROUGHOUT THE COUNCIL PLAN

The visual to the right shows the structure of content which is consistent throughout the Council Plan to represent both the legislative elements and incorporate health and wellbeing matters as follows:

- The five Themes of the Council Plan represent the high level 'Strategic Directions' of Council with four of the five Themes directly aligning with the Community Vision 2040.
- A number of 'Strategic Objectives' (21 in total) have been developed to expand on the Themes and address community priorities that were identified throughout the engagement processes for both the Council Plan 2021-2025 and Community Vision.
- The 'Strategies' for achieving the Strategic Objectives are provided in the **'What we are going to do...'** section for the four year period, 2021-2025 – this is Council's commitment to addressing the identified needs of the community.
- Council's 'initiatives and priorities for services, infrastructure and amenities' are detailed in the **'How are we going to do it...'** section. There are 83 deliverables and specific actions outlined that Council will undertake, monitor and report on regularly throughout the year to address each Strategic Objective.
- The health and wellbeing icons presented throughout the document highlight the Strategic Objectives that specifically address the identified health and wellbeing priorities of the Golden Plains Shire community (further detailed on page 23).
- At the end of each Theme, 'Strategic Indicators' for monitoring the achievement of objectives have been provided for regular review and reporting to the community. The data source is noted for each indicator.

In addition, the Council Plan document provides the Council Services, Key Council Documents/Strategies and relevant Data and Context that relates to each of the Themes.



### Council's Role

The role Golden Plains Shire Council has in contributing to each of the Strategies varies and delivery of the actions is heavily reliant on community partnerships, networks, collaboration with infrastructure, service providers and businesses, and support from the State and Federal Government.


Listed against each Strategy within the Council Plan (**What we are going to do...**) is the specific roles Council plays which are defined as follows:

- **Service Provider** - Council is a leading provider of services which support these Strategies. Responsibility for providing these services is often shared between Council and other government agencies, not-for-profit organisations and commercial businesses.
- **Statutory Authority** - Council has a legislated responsibility under Victorian law to ensure compliance and delivery of services related to these Strategies.
- **Facilitator** – Council facilitates, partners and plans with other service providers to achieve these strategies.
- **Advocate** - Council's primary role is to advocate on behalf of (and represent) the community to other levels of government, service providers and business organisations around these Strategies.

An example from Council Plan 2021-2025:

## 1. COMMUNITY

### Objective 1.1 Safe, resilient, and proud communities

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider and Advocate</i>	Design, maintain and monitor public spaces and infrastructure, including investigation of enforcement approaches and CCTV, to enable community safety and to target illegal and dangerous activities, such as: <ul style="list-style-type: none"> <li>• Dumping</li> <li>• Vandalism</li> <li>• Property damage</li> </ul>	
<b>1.1.1 Education, programs, services and infrastructure to enable people to feel safe in their local communities including preventing family violence and improving mental wellbeing.</b>	Develop, implement, collaborate and advocate with community and partners for initiatives that raise awareness of health and wellbeing, including: <ul style="list-style-type: none"> <li>• Educating the community about mental wellbeing and mental illness</li> <li>• Access to, and provision of, health and wellbeing services across Golden Plains Shire, including mental health support services and resources</li> </ul>	

# COMMUNITY



**PROUD • SAFE • INCLUSIVE • CONNECTED • ENGAGED • RESILIENT • SUPPORTED • CONTRIBUTING**

## COMMUNITY'S VISION 2040 *as adopted by Council*

- We want to feel proud, safe and supported in our communities.
- We want to be inclusive and value all people and opinions.
- We want to value our indigenous heritage and connect to traditional owners of the land.
- We want to celebrate through arts and culture, activities and events.
- We want to be engaged, cohesive and aligned in our forward aspirations.
- We want opportunities to meet, socialise and build strong, resilient networks.
- We want to participate, volunteer and contribute to our local area.

### Council Services

- |                           |                         |                        |
|---------------------------|-------------------------|------------------------|
| • Personal and Home Care  | • Community Development | • Environmental Health |
| • Social Support Programs | • Community Grants      | • Food Safety          |
| • Delivered Meals         | • Arts and Culture      | • Fire Protection      |
| • Inclusive Support       | • Youth Development     | • Events               |
| • Health Promotion        | • Volunteers            | • Emergency Management |
| • Community Facilities    | • Community Safety      | • School Crossings     |
|                           |                         | • Animal Management    |







*'Working with local communities to foster a feeling of connectedness within townships through workshops and other events to encourage locals to volunteer in their community'*

(25- 34 years from Scarsdale)





## Data and Context

Golden Plains Shire has...

- Forecast population growth of 2.6% per annum (currently 24,249) with strong growth forecast in Bannockburn.
- A higher proportion than the State average of children, teenagers and their parents.
- 14% of the community that is aged 65 years and older.
- A lower proportion than the State average of people who were born overseas.
- Aboriginal and Torres Strait Islander peoples making up 1% of the population.
- An estimated 4,000 residents with a disability, including 445 NDIS participants.
- Lower than State average rates for crimes against people.
- Lower family violence rates than the Victorian average. 81% of family violence victims are female and 79% of perpetrators are male.
- Hospital admission rates for mental health conditions that are lower than the State average.
- Self-reported health status as fair or poor that is lower than the State average for females and higher than the State average for males.
- Volunteering rates that are higher than the State average.

## Key Strategies/Strategic Documents

- Active Ageing & Inclusion Plan 2020-2024
- Community Development Strategy
- Community Planning Program Action Plan
- Golden Plains Community Vision 2040
- Municipal Fire Management Plan
- Youth Development Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Domestic Animal Management Plan
- Reconciliation Action Plan

*'Inclusive, connected and safe. More community programs and infrastructure for those of us in the North of the Shire'*

(35- 44 years from Enfield)



# 1. COMMUNITY

## Objective 1.1 Safe, resilient, and proud communities

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Service Provider and Advocate</i></p> <p><b>1.1.1 Education, programs, services and infrastructure to enable people to feel safe in their local communities including preventing family violence and improving mental wellbeing.</b></p>	<p>Design, maintain and monitor public spaces and infrastructure, including investigation of enforcement approaches and CCTV, to enable community safety and to target illegal and dangerous activities, such as:</p> <ul style="list-style-type: none"> <li>• Dumping</li> <li>• Vandalism</li> <li>• Property damage</li> </ul>	<p>Develop, implement, collaborate and advocate with community and partners for initiatives that raise awareness of health and wellbeing, including:</p> <ul style="list-style-type: none"> <li>• Educating the community about mental wellbeing and mental illness</li> <li>• Access to, and provision of, health and wellbeing services across Golden Plains Shire, including mental health support services and resources</li> <li>• The prevention of family violence, including partnerships with prevention and support services, raising awareness and advocating for services</li> <li>• Improving access to an integrated response to support those experiencing family violence</li> <li>• Increasing community participation in preventative screening</li> </ul>
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority and Facilitator</i></p> <p><b>1.1.2 Leadership and advocacy to build strong, safe and resilient communities.</b></p>	<p>Work with community stakeholders to implement plans, policies, communications and engagement that target prevention, resilience, preparedness and recovery from emergencies and natural disasters (e.g. fires and floods), including:</p> <ul style="list-style-type: none"> <li>• Municipal Emergency Management Plan</li> <li>• Municipal Recovery Plan</li> <li>• Fire Prevention Plan</li> <li>• Local Laws</li> <li>• Domestic Animal Management Plan</li> <li>• Recovery assistance for community in response to the COVID 19 pandemic</li> <li>• Assessing and responding to health impacts</li> </ul>	<p>Continue to implement and update plans and communications that build resilience and support communities.</p>
	<p>Partner with community safety stakeholders (e.g. Victoria Police, SES and CFA) to advocate, communicate and promote community safety infrastructure and activities, including:</p> <ul style="list-style-type: none"> <li>• Advocacy for improved police response times and a 24/7 Police Station in Bannockburn.</li> </ul>	



# 1. COMMUNITY

## Objective 1.2 Celebrating and Connecting Communities



What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate</i>	Publish and Implement the Reflect Reconciliation Action Plan (RAP), including:	Implement the RAP and develop our next RAP (Innovate) to continue the commitment to reconciliation processes within Council and across the Shire.
<b>1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains.</b>	<ul style="list-style-type: none"> <li>• Seeking RAP accreditation through Reconciliation Australia</li> <li>• Promoting positive working relationships, understanding and connection to indigenous culture</li> <li>• Celebrating Aboriginal and Torres Strait Islander cultures through activities in National Reconciliation Week (NRW) NAIDOC Week.</li> <li>• Establishing and maintaining a Council Working Group to drive governance and implementation of the RAP</li> </ul>	

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate</i>	Develop the Arts, Culture and Heritage Strategy.	Implement the Arts, Culture and Heritage Strategy.
<b>1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire.</b>	<p>Provide and seek opportunities for participation and engagement in Arts, Culture and Heritage activities including:</p> <ul style="list-style-type: none"> <li>• Arts Programs</li> <li>• Digital Heritage Exhibit</li> <li>• Supporting community art initiatives</li> <li>• Value and protect the history of Golden Plains Shire Council by implementing the Civic Collection Policy</li> </ul>	Continue to provide and seek opportunities for participation and engagement in Arts, Culture and Heritage.



What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator, Advocate and Service Provider</i>	Provide opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities, including:	Provide and enable community events, festivals, and celebrations.
<b>1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation.</b>	<ul style="list-style-type: none"> <li>• Council events, including Youth, Australia Day, Active Aging and Inclusion activities and Volunteer Week</li> <li>• Community-led events, festivals and markets</li> <li>• Art, culture and history events</li> </ul>	

## 1. COMMUNITY

### Objective 1.3 Community participation, engagement and ownership



Represents the Health & Wellbeing Priorities

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator, Advocate and Service Provider.</i>	Implement and monitor the Community Planning Program Action Plan to build knowledge, capacity, and ownership across Golden Plains Shire communities, including:	Implement the Community Planning Program and deliver six community plans each year.
<b>1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities.</b>	<ul style="list-style-type: none"> <li>• Development of a volunteer strategy</li> <li>• Strengthening support for Community Coordinators</li> <li>• Linking to and supporting other community groups and activities</li> </ul>	
	Provide and link community volunteers to support and funding opportunities available, including through: <ul style="list-style-type: none"> <li>• Community Strengthening Grants Program</li> <li>• Other grants programs (Government and Agencies)</li> <li>• Council programs and initiatives</li> <li>• Networks, resources, and links to other volunteer groups</li> </ul>	Continue to provide and link community volunteers to support, funding opportunities and networks.




What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Facilitator, Advocate and Service Provider.</i></p> <p><b>1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate.</b></p>	<p>Promote participation and community activities through the provision of a network of Council facilities, including:</p> <ul style="list-style-type: none"> <li>• Review and implement policies that promote access to, activation and utilisation of community facilities</li> <li>• Implementation of improved systems and processes, including an online facilities booking system</li> <li>• A review of the fees and charges model</li> <li>• Maintenance and works to ensure facilities are fit for purpose</li> <li>• Collection of data and analysis to inform assessment of future community facility needs and/or rationalisation</li> </ul>	<p>Promote participation and community activities through the provision of a network of fit-for-purpose Council facilities.</p>
	<p>Support and empower community volunteers and committees in managing public spaces/places and accessing funding opportunities.</p>	



# 1. COMMUNITY

## Objective 1.4 Valuing community diversity and inclusion

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority, Service Provider, Facilitator and Advocate.</i></p> <p><b>1.4.1 Value and provide inclusive opportunities for residents of all ages and abilities to meaningfully participate in community life.</b></p>	Implement the Active Ageing and Inclusion Plan 2020-2024, including the following priorities: <ul style="list-style-type: none"> <li>• Focus on access and inclusion</li> <li>• Supporting residents to maintain independence and remain living safely within their homes</li> <li>• Removing barriers to accessing community and provide capacity building opportunities</li> <li>• Raising awareness of and targeting elder abuse within the community</li> </ul>	Continue to deliver on the Active Ageing and Inclusion Plan.
	Realise and promote the potential of young GPS residents through: <ul style="list-style-type: none"> <li>• Opening and activation of the Golden Plains Youth Hub including advocacy for new service provision (e.g. Allied Health and outreach youth services)</li> <li>• Youth Strategy development</li> <li>• A program of youth activities and events</li> </ul>	Further realise and promote the potential of young GPS residents
	Demonstrate leadership on gender equity and promote respectful relationships through partnerships, programs, activities, spaces and education and Council's implementation of the <i>Gender Equality Act 2020</i> .	

STRATEGIC INDICATORS
<ul style="list-style-type: none"> <li>• Crime Rate - Criminal Incidents or Offences (Source: Crime Statistics Agency)</li> <li>• Incidents of Family Violence (Source: Crime Statistics Agency)</li> <li>• Engagement in arts and cultural activities (Source: internal)</li> <li>• Number of community planning projects delivered (Source: internal)</li> <li>• Volunteer rates in Golden Plains Shire (Source: State Government)</li> <li>• Hours of community support services delivered (Source: internal)</li> </ul>





# LIVEABILITY



HEALTH AND WELLBEING • RURAL AND URBAN LIVING • COUNTRY FEEL • ACTIVE AND PASSIVE RECREATION • SERVICES, FACILITIES AND ACTIVITIES • CONNECTED TRANSPORT

## COMMUNITY'S VISION 2040 *as adopted by Council*

- We want good health and wellbeing for all.
- We want a diversity of quality rural and urban living alternatives that balances growth and retains a strong country feel.
- We want places, spaces and programs that support active and passive recreation and socialisation.
- We want access to services, facilities and activities for people of all ages and abilities.
- We want safe, connected pedestrian and transport infrastructure/services.

### Council Services

- Community Transport
- Health Promotion
- Recreation Planning
- Recreation Construction
- Major Projects
- Statutory Planning
- Strategic Planning
- Building Control
- Development Engineering
- Local Roads Resealing & Rehabilitation
- Drainage Maintenance
- Street Lighting
- Township Maintenance
- Paths and Trails



HEALTH AND WELLBEING PRIORITIES





*'Access to recreational facilities for all residents'*

(55- 64 years from Ross Creek)





## Data and Context

Golden Plains Shire has...

- 1,800km of road network.
- Rates of general practice clinics, key allied health providers and dental services per population lower than the State averages.
- No hospital, no 24-hour health clinic and 1 ambulance station.
- Lower than State average ambulance response times.
- Access to health services in regional centres, Geelong and Ballarat, with areas of rural isolation in the central part of the Shire.
- Population near public transport that is significantly lower than the State average.
- A higher proportion of residents meeting the recommended guidelines for physical activity.
- Females are more likely than males to undertake insufficient levels of physical activities.
- A higher proportion of adults drinking sugar sweetened soft drinks daily and not meeting fruit and vegetable consumption guidelines.
- Community infrastructure that includes 80 sports courts, 21 sports grounds and around 100 community rooms at 70 facilities.

## Key Strategies/Strategic Documents

- Golden Plains Planning Scheme
- Sport and Active Recreation Strategy 2020-2030
- Play Space Strategy
- Recreation Facility Masterplans
- Paths and Trails Strategy
- Road Strategy
- Road Management Plan
- Community and Social Infrastructure Plan
- Bannockburn Growth Plan
- Northern Settlement Strategy


*'More frequent  
public transport to  
Geelong and Ballarat  
and cycling tracks  
between towns'*

(35- 44 years from Bannockburn)



## 2. LIVEABILITY

### Objective 2.1 Connected and accessible roads, crossings, paths and transport

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Advocate and Service Provider.</i></p> <p><b>2.1.1 Maintaining and improving our road and bridge networks.</b></p>	<p>Implement Council's road and bridge upgrade programs, including:</p> <ul style="list-style-type: none"> <li>• Meredith-Shelford Road Widening</li> <li>• Annual road renewal projects</li> <li>• Intersection upgrades at Garibaldi and Berringa</li> <li>• Paddys Gully Road Bridge Replacement</li> <li>• Traffic or road safety infrastructure</li> </ul>	<p>Implement Council's road and bridge upgrade programs.</p>
	<p>Advocate for further investment in roads infrastructure, including:</p> <ul style="list-style-type: none"> <li>• VicRoads projects</li> <li>• Black Spot funding</li> <li>• Regional Roads Victoria and other funding opportunities</li> <li>• Improvements/duplication of the roads from Bannockburn to the Geelong Ring Road</li> </ul>	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Advocate and Service Provider.</i></p> <p><b>2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.</b></p>	<p>Implement path and trail improvements to promote safe, active transport, including:</p> <ul style="list-style-type: none"> <li>• Three Trails Project</li> <li>• Safe commuter cycling options</li> <li>• Implementation of new footpaths in townships</li> <li>• Existing footpath and trail inspections, maintenance and replacement.</li> </ul>	<p>Continue to prioritise and implement path and trail improvements, including preparing a path strategy and assessment of funding models.</p>
	<p>Investigate sites and options to provide or advocate for:</p> <ul style="list-style-type: none"> <li>• Pedestrian crossings in townships</li> <li>• Safe road crossings at school/school bus drop-off points</li> <li>• Shared paths and trails</li> <li>• Footpath linkages</li> <li>• Rural paths connecting townships</li> </ul>	





What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Advocate.</i>	Complete and evaluate a Community Transport Trial.	Determine future approaches to transport as a result of the Community Transport Trial and Department of Transport (DOT) Study.
<b>2.1.3 Continue to advocate and explore transport options across the Shire.</b>	Undertake a Shire-wide transport study with the Department of Transport (subject to funding).	Determine future approaches to transport as a result of the Community Transport Trial and Department of Transport (DOT) Study.
	Advocate to State and Federal Governments for improved public transport infrastructure and connected services, including: <ul style="list-style-type: none"> <li>• The extension of Ballarat bus service to Smythesdale</li> <li>• More public transport services from Bannockburn to Geelong</li> <li>• Re-instatement of train services from Bannockburn to Geelong</li> </ul>	

## 2. LIVEABILITY

### Objective 2.2 Supporting healthy and active living



Represents the Health & Wellbeing Priorities

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate.</i>	Implement the Play Space and Sport and Active Recreation Strategies including: <ul style="list-style-type: none"> <li>• Development of a Community Subsidy Policy and Capital Works Assessment Tool</li> <li>• Implementing Play Space upgrades and further consult with community regarding the future decommissioning of play spaces at identified sites</li> <li>• Maintaining and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships</li> </ul>	Continue to progress the Play Space and Sport and Active Recreation Strategies.
<b>2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity and social connection.</b>	Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities consistent with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan, including: <ul style="list-style-type: none"> <li>• Facilities that may be appropriate for funding opportunities</li> <li>• Growth planning and future provision</li> <li>• A diversity of recreation offerings</li> <li>• Female friendly and universally accessible facilities</li> <li>• Consideration of dog parks</li> <li>• Outdoor exercise equipment</li> </ul>	Prioritise, advocate and plan for community recreation facility upgrades and new facilities.

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Service Provider, Facilitator and Advocate.</i></p> <p><b>2.2.2 Programs, initiatives and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection.</b></p>	<p>Facilitate healthy and active living by supporting low cost, place-based recreational activities to promote inclusion, participation and connection, including:</p> <ul style="list-style-type: none"> <li>• Explore establishment of Park Run in the North of Shire</li> <li>• Work with clubs, committees and volunteers to deliver 'Come and try days' and activation events</li> <li>• Promote Premier's Active Victoria campaign</li> <li>• Sourcing funding for physical activity initiatives including This Girl Can activities and the Walk to School program</li> </ul>	<p>Facilitate healthy and active living by supporting low cost, place-based recreational activities.</p>
	<p>Support programs, initiatives and partnerships that promote and advocate for healthy eating and drinking and access to safe, affordable and nutritious food, including:</p> <ul style="list-style-type: none"> <li>• Education to schools, community groups, sporting clubs and workplaces</li> <li>• Review and support food security programs, activities, spaces and measures</li> <li>• Supporting community projects that promote food security</li> </ul>	
	<p>Support and build capacity of community groups, clubs and committees to activate recreation facilities and to provide, promote and advocate for safe and equitable participation opportunities, including:</p> <ul style="list-style-type: none"> <li>• Sporting clubs</li> <li>• Committees of Management at halls and recreation facilities</li> <li>• Men's Sheds</li> <li>• Social and interest groups</li> </ul>	





## 2. LIVEABILITY

### Objective 2.3 Provide for a diversity of lifestyle and housing options

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority, Service Provider and Advocate.</i></p> <p><b>2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character</b></p>	<p>Implement strategic land use planning including:</p> <ul style="list-style-type: none"> <li>• Undertaking a review of the Municipal Strategic Statement (MSS) and Local Planning Policy Framework (LPPF)</li> <li>• Identifying suitable areas for potential growth through progression of the Bannockburn Growth Plan including the South East Precinct Structure Plan</li> <li>• Planning for growth in the North of the Shire in alignment with the Northern Settlement Strategy</li> <li>• Prepare and implement the Smythesdale and Haddon Structure Plans</li> </ul>	<p>Continue strategic land use planning that identifies suitable areas for potential growth.</p>
	<p>Continue advocacy and planning to consider and accommodate for a variety of living options, including maintaining and improving rural and township character and the provision of affordable and social housing.</p>	
	<p>Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.</p>	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Service Provider, Facilitator and Advocate.</i></p> <p><b>2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire.</b></p>	<p>Advocate for and provide new and upgraded infrastructure projects across the Shire including:</p> <ul style="list-style-type: none"> <li>• Implementing infrastructure works outlined in Council's Capital Works Program</li> <li>• Projects, subject to external funding, including Hendersons Road Bridge, Ross Creek Play and Active Rec Upgrade and Leighdale Equestrian Centre Upgrade</li> <li>• Actively seek funding opportunities for infrastructure development and/or renewal.</li> </ul>	<p>Continue advocating for and providing new and upgraded infrastructure projects across the Shire that create liveability.</p>
	<p>Ensure infrastructure and services are planned in new communities through social infrastructure planning and implementation of a Development Community Contribution Policy into the Golden Plains Planning Scheme.</p>	
	<p>Consider planning and rezoning amendments that provide a diversity of land use to support and service liveability and growth including commercial, industrial, rural and residential land.</p>	

## 2. LIVEABILITY

### Objective 2.4 Attractive and well-maintained infrastructure and public spaces



Represents the Health & Wellbeing Priorities

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider and Advocate.</i>	Provide and advocate for safe and attractive design to preserve and improve rural and urban character, including	
<b>2.4.1 Provide high quality public spaces and infrastructure.</b>	<ul style="list-style-type: none"> <li>• Open spaces, parks and reserves</li> <li>• Streetscapes and drainage</li> <li>• Trees, shade, furniture and landscaping</li> <li>• Lighting, car parks, signage and public amenities</li> <li>• Community facilities.</li> </ul>	

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider.</i>	Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety, including:	
<b>2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces.</b>	<ul style="list-style-type: none"> <li>• Town maintenance and presentation</li> <li>• Drainage servicing/cleaning</li> <li>• Litter collection</li> <li>• Mowing and grass slashing</li> <li>• Roadside and tree maintenance</li> <li>• Rubbish bins and rubbish removal</li> <li>• Street sweeping</li> </ul>	

#### STRATEGIC INDICATORS

- Satisfaction of Sealed/Unsealed local roads (Source: Community Satisfaction Survey)
- Utilisation of community recreation facilities (Source: CASIMO)
- Fit for purpose assessments of Council facilities (Source: CASIMO)
- Proportion of adults self-reporting health as fair or poor (Source: Victorian Population Health Survey)
- Proportion of adults who are sufficiently physically active (Source: Victorian Population Health Survey)
- Proportion of adults eating enough fruit and vegetables (Source: Victorian Population Health Survey)
- Number of social housing dwellings in Shire (Source: Internal)





# SUSTAINABILITY



**ENVIRONMENTAL STEWARDSHIP • VALUE AND PRESERVE ECOSYSTEMS, NATURE AND CULTURAL HERITAGE • RESPONSIBLE ATTITUDES AND BEHAVIOURS • CLEAN AND GREEN FUTURE**

## COMMUNITY'S VISION 2040 *as adopted by Council*

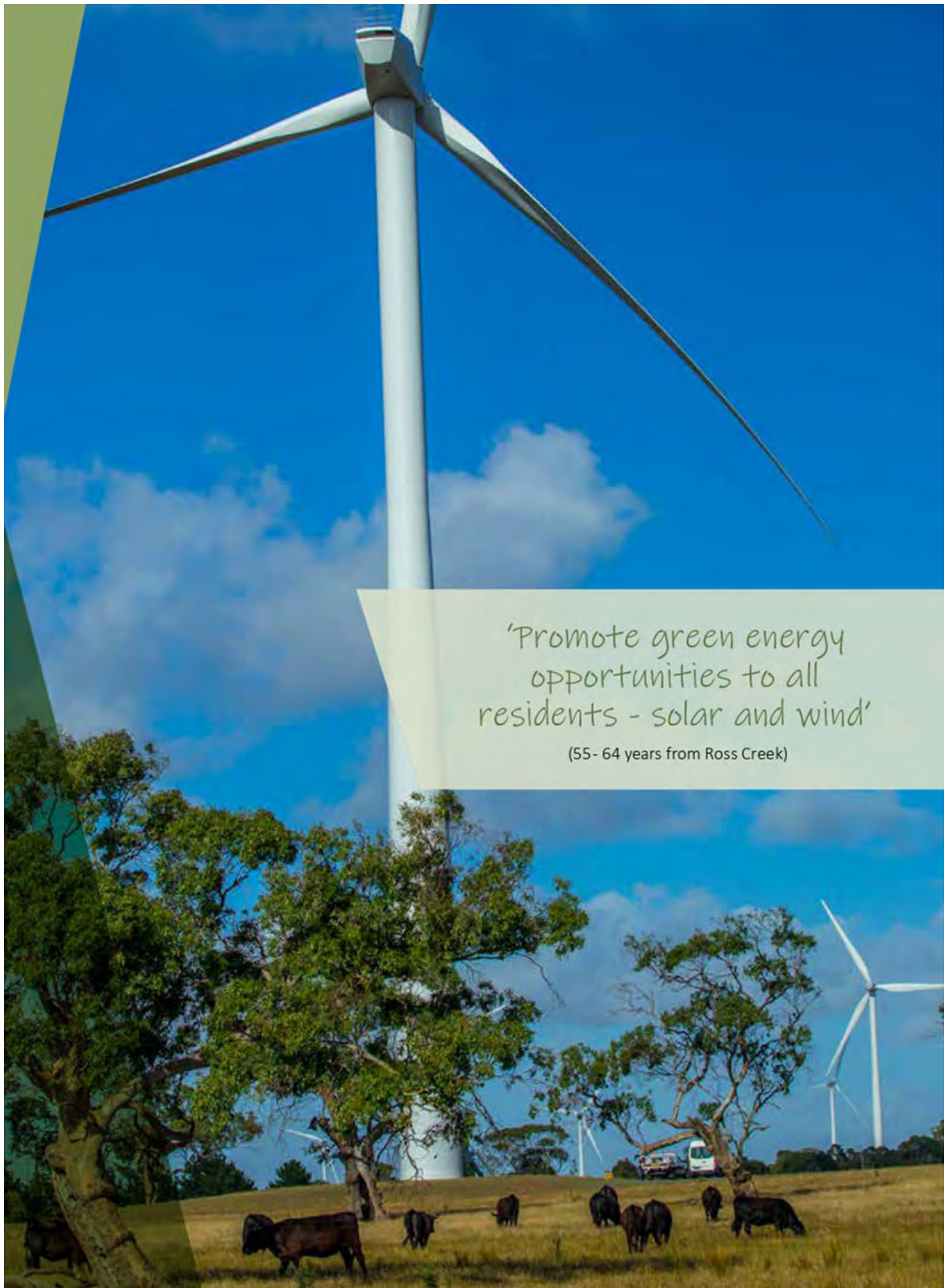
- *We need to ensure our environment is maintained with appropriate practices and stewardship of our natural assets for future generations.*
- *We want to value and preserve our natural ecosystems, landscapes, features, open spaces, bushland and connection to cultural heritage.*
- *We want to promote positive attitudes and behaviours to land use, waste management, climate change and natural resource management.*
- *We want to embrace clean and green practices, including environmentally sustainable design, energy efficiency and green energy solutions.*

### Council Services

- |                                  |   |                           |
|----------------------------------|---|---------------------------|
| • Environment and Sustainability | • Litter Control                        | • Weed and Pest Control   |
| • Strategic Planning             | • Arts and Culture                      | • Fire Management         |
| • Waste and Resource Recovery    | • Transfer Station                      | • Sustainability projects |
| • Landfill Management            | • Reserve Management                    |                           |
|                                  | • Roadside Native Vegetation Management |                           |



**HEALTH AND WELLBEING PRIORITIES**



*'Promote green energy opportunities to all residents - solar and wind'*

(55- 64 years from Ross Creek)





## Data and Context

Golden Plains Shire has...

- Two distinct environments or bioregions; the Central Victoria Uplands and the Victorian Volcanic Plains.
- More than 19,000ha of National Parks and State Forests, 253k m of major rivers and 120ha of Council reserves for passive recreation.
- 75% of land used for primary production, 10% natural areas and 15% of land comprises of urban uses including residential, commercial and industrial.
- A large portion of rural land used for wool, beef, chicken, pork, lamb, eggs and grain production, as well as viticulture.
- The majority of land in Shire defined as a 'bushfire prone area,' with limited urban areas around Bannockburn.
- 372 species of flora and 191 species of fauna.
- 7 days per year exceeding 35 degrees Celsius.
- Agriculture and road transportation as its top two sources of CO2 emissions.
- Diversion of waste to landfill rates that are lower than the State average.

## Key Strategies/Strategic Documents

- Environment Strategy 2019-2027
- Waste and Resource Recovery Strategy 2020-2030
- Emission Reduction Action Plan

*'Encourage planting of locally native trees and shrubs on private land to help create corridors for wildlife'*

(55- 64 years from Lethbridge)

### 3. SUSTAINABILITY

#### Objective 3.1 Valuing and protecting nature, cultural heritage and the environment

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Statutory Authority, Facilitator, Service Provider and Advocate.</i>	Review and implement Council's Environmental Strategy 2019-2027, including:	Continue to implement and review progress of Council's Environmental Strategy 2019-2027 and carry out works in line with Natural Reserves Management Plans.
<b>3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna are healthy and protected.</b>	<ul style="list-style-type: none"> <li>• Actions that target preservation, protection and promotion of ecosystems, native vegetation and fauna</li> <li>• Carry out works in line with Natural Reserves Management Plans</li> </ul>	
	Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Statutory Authority, Facilitator, Service Provider and Advocate.</i>	Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire, including:	Ongoing initiatives and activities to preserve the cultural and natural heritage of the Shire.
<b>3.1.2 Value, promote and preserve our cultural and natural heritage for future generations.</b>	<ul style="list-style-type: none"> <li>• Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education</li> <li>• Maintain, store and promote the Golden Plains Civic Collection</li> <li>• Connect with community-based historical interest groups</li> <li>• Promote places of indigenous, natural and historical significance across the Shire.</li> </ul>	





### 3. SUSTAINABILITY

#### Objective 3.2 Effective and responsive waste services and education

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Facilitator and Service Provider and Advocate.</i></p> <p><b>3.2.1 Provide sustainable and efficient waste management services.</b></p>	<p>Implement the Waste and Resource Recovery Strategy 2020-2030, including:</p> <ul style="list-style-type: none"> <li>• Responsive household waste collection services – garbage, recycling</li> <li>• Consideration of organics/FOGO services</li> <li>• Landfill management and rehabilitation</li> <li>• Public/community litter bins and services</li> </ul>	<p>Continue to deliver on and review the Waste and Resource Recovery Strategy 2020-2030.</p>
	<p>Work with regional partners and stakeholders to develop waste minimisation, management and education strategies and to advocate for Regional or State waste improvements and initiatives, such as the Container Deposit Scheme.</p>	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Facilitator and Service Provider.</i></p> <p><b>3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping.</b></p>	<p>Review alternatives and costing models for the collection and/or disposal of hard waste, including the EPA Landfill Levy.</p>	<p>Determine future options for the collection and/or disposal of hard waste.</p>
	<p>Promote and review the use and accessibility of services at Council's transfer station.</p>	
	<p>Reduce illegal dumping and contamination of waste streams through the investigation of different approaches to prevention and enforcement.</p>	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority, Facilitator and Service Provider.</i></p> <p><b>3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill.</b></p>	<p>Develop and engage with community and businesses on waste reduction strategies and responsible waste disposal options to:</p> <ul style="list-style-type: none"> <li>• Increase recycling and reduce recyclables contamination</li> <li>• Curtail incidents of illegal dumping</li> <li>• Encourage appropriate disposal of hazardous materials</li> </ul>	

### 3. SUSTAINABILITY

#### Objective 3.3 Responsibly maintaining and managing natural landscapes and resources

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Service Provider.</i>	Undertake activities that reduce the risk of wildfires and flood events including:	Continue undertaking activities that reduce the risk of wildfires and floods and promote safety.
<b>3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment.</b>	<ul style="list-style-type: none"> <li>• Issuing fire prevention notices</li> <li>• Planned burns, fuel reduction, roadside slashing and drainage maintenance.</li> <li>• Community education regarding fire and flood safety, risk mitigation and preparedness for fire and flood events.</li> </ul>	
	Work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.	
	Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.	
	Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.	

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Service Provider.</i>	Build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices including:	Continue to build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices.
<b>3.3.2 Support and partner with the community on environmental initiatives.</b>	<ul style="list-style-type: none"> <li>• Connecting and supporting landcare and environmental interest groups</li> <li>• Community activities and education that promote ownership of sustainability issues and the natural environment, including clean-up days, greening activities and tree plantings</li> </ul>	





### 3. SUSTAINABILITY

#### Objective 3.4 Mitigating climate change and promoting clean / green technology

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority, Service Provider and Facilitator.</i></p> <p><b>3.4.1 Implement local approaches to address and mitigate climate change and its impact on health.</b></p>	<p>Tackle climate change and its impact on health through:</p> <ul style="list-style-type: none"> <li>• Development of an Emission Reduction Action Plan that includes the setting and monitoring of emissions targets and carbon offsets</li> <li>• Partnerships, collaboration and engagements to raise awareness and promote whole-of-community planning and engagement on mitigation/adaptation focused activities</li> <li>• Investigate approaches to build community understanding and develop actions to prevent, prepare, respond and recover from the impact of climate change and extreme weather conditions including on health and wellbeing</li> <li>• Promote, encourage and educate the community on healthy and sustainable food systems, production and practices</li> </ul>	<p>Tackle climate change and its impact on health including implementing the Emission Reduction Action Plan.</p>



What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority, Service Provider, Facilitator and Advocate.</i></p> <p><b>3.4.2 Promote, encourage and advocate the use of sustainable and clean energy and technology.</b></p>	<p>Scope, and develop projects and initiatives that encourage the use of renewable energy and carbon neutral practices, including:</p> <ul style="list-style-type: none"> <li>• Implement sustainable practices into Council's operations to reduce emissions, including the purchase and use of environmentally friendly and clean technology products and solutions</li> <li>• Environmentally sustainable design of buildings and public infrastructure</li> <li>• Consider further sustainable building and energy efficient design requirements in the Planning Scheme</li> <li>• Water and energy efficient appliances, practices, infrastructure and retrofit options for Council and community e.g. solar and water harvesting projects</li> <li>• Community education and promotion of clean energy technology and sustainable buildings and practices</li> <li>• Advocate for improved infrastructure to support clean energy and green technology including changes to the power grid to accept renewable energy inputs (e.g. household solar, windfarms)</li> </ul>	<p>Scope, encourage and further develop projects and initiatives that explore the use of renewable energy and carbon neutral practices.</p>

STRATEGIC INDICATORS
<ul style="list-style-type: none"> <li>• Kilometres of roadside weed control conducted (Source: internal)</li> <li>• Percentage of waste diverted to landfill (Source: LGPRF)</li> <li>• Net increase in street and reserve trees (Source: internal)</li> <li>• Lengths of paths and trails in municipality (Source: internal)</li> <li>• Community participation numbers in environmental/planting activities (Source: internal)</li> <li>• CO2 emissions for Municipality and comparison to target (Source: Victorian Greenhouse Gas Emissions Report)</li> </ul>





# PROSPERITY



**LEARNING, EDUCATION AND TRAINING • SHOPPING, GOODS AND SERVICES • EMPLOYMENT OPPORTUNITIES AND PATHWAYS • SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS • ADVOCACY AND PARTNERSHIPS**

## COMMUNITY'S VISION 2040 *as adopted by Council*

- We want to learn, develop and progress with access to quality care, education and training.
- We want local shopping, goods and services including retail, hospitality, tourism and event options.
- We want access to a range employment opportunities and pathways.
- We want to promote and improve the regional economy through partnerships, innovation and support for local producers, agriculture and businesses.
- We want to maintain and strengthen advocacy and relationships with Government, regional development boards and business groups.

### Council Services

- Maternal and Child Health
- Children Services
- Kindergartens
- Family Day Care
- Libraries
- Economic Development
- Business Support
- Investment Attraction
- Golden Plains Farmers Market
- Strategic Planning
- Health Promotion



**HEALTH AND WELLBEING PRIORITIES**



'Advocate for more opportunities for young people whether it be employment or future studies'

(45- 54 years from Bannockburn)







## Data and Context

Golden Plains Shire has...

- Around 2,000 local businesses with 4,400 local jobs.
- 12,170 employed residents in the Shire.
- A lower unemployment rate (2.9%) than the State average (5.9%).
- Around three-quarters of resident workers that travel outside of the Shire to work.
- Annual economic output of \$1.232billion with Agriculture, Forestry & Fishing the largest employment sector, followed by Construction.
- 8,700 households, mainly separate dwellings with an average of 2.78 people per household.
- A lower than State average proportion of people renting with some rental stress and a higher proportion of residents with a mortgage.
- A lower than State level of disadvantage with some pockets of disadvantage.
- A lower proportion of residents that attend university than the State average with a very similar proportion attending TAFE.
- A higher than State average proportion of people with trade qualifications.
- A lower than State average proportion of people who completed Year 12.

## Key Strategies/Strategic Documents

- Municipal Early Years Plan
- Early Years Infrastructure Plan
- Economic Development and Tourism Strategy
- Paths and Trails Strategy

*'Opportunities are given for learning, education and training'*

(65+ years from Rokewood)



## 4. PROSPERITY

### Objective 4.1 Education, learning and skill development



Represents the Health & Wellbeing Priorities

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider, Facilitator and Advocate</i>	Provide services, infrastructure and support to enable health, wellbeing and development in early years, including:	Continue to provide and plan for services, infrastructure and support to enable health, wellbeing and development in early years.
<b>4.1.1 Support the development of young children and their families.</b>	<ul style="list-style-type: none"> <li>• Maternal and Child Health</li> <li>• Playgroups</li> <li>• Parenting support groups/networks</li> <li>• Kindergarten</li> </ul>	
	Plan and advocate for infrastructure to support the introduction of 2 years of funded Kindergarten in 2022 (3-and 4-year-old).	

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider, Facilitator and Advocate</i>	Advocate to Government, business and service providers for investment and programs to support education, including:	Advocate to Government, business and service providers for investment and programs to support education.
<b>4.1.2 Enable access to education, learning and skill development through all stages of life.</b>	<ul style="list-style-type: none"> <li>• School infrastructure and school program funding across the Shire</li> <li>• New schools in Bannockburn South and Smythesdale</li> <li>• Vocational learning in farming agriculture and mechanical trades</li> </ul>	
	Provide and review the provision of fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	Continue to provide and review fixed and mobile library services in partnership with GRLC.
	Connect with learning centres, local groups and activities to promote skill development opportunities including with emergency services, Mens Sheds and interest groups.	
	Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community, including:	
	<ul style="list-style-type: none"> <li>• Course offerings</li> <li>• Locations within the Shire</li> <li>• Transport to learning providers</li> <li>• Online options</li> </ul>	





## 4. PROSPERITY

### Objective 4.2 Supporting local producers, agriculture and business



Represents the Health & Wellbeing Priorities

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Service Provider, Facilitator and Advocate</i></p> <p><b>4.2.1 Provide support to local businesses including farms and small business.</b></p>	<p>Complete delivery of the Economic Development and Tourism Strategy 2017-2021 and progress development of a new Economic Development, Tourism and Investment Attraction Strategy 2022-2032, including consideration of:</p> <ul style="list-style-type: none"> <li>• Support and incentives for small to medium businesses and agriculture</li> <li>• Consideration of coaching for social enterprises, home businesses and business start ups</li> <li>• Developing relationships with food producers to support access to local produce</li> <li>• Identification of new and emerging business opportunities within the Shire</li> </ul>	<p>Implement the new Economic Development, Tourism and Investment Attraction Strategy 2022-2032 including support for small business and agriculture.</p>
	<p>Support events and activities that promote, showcase and connect local businesses including:</p> <ul style="list-style-type: none"> <li>• Determining the future delivery model and Council support for the Golden Plains Farmers and Twilight Markets</li> <li>• Business development and regional networking events to build capacity of local business and producers</li> <li>• Review support provided to businesses through COVID 19 and avian influenza and consider recovery assistance mechanisms</li> </ul>	<p>Continue support for events and activities that promote, showcase and connect local businesses.</p>
	<p>Consider opportunities to further support locally based businesses and suppliers through:</p> <ul style="list-style-type: none"> <li>• Buy local community campaigns and promotion</li> <li>• Council's procurement and tendering processes</li> <li>• Promotion and support of healthy and sustainable local food systems</li> <li>• Developing a database of all engaged businesses across the Shire</li> </ul>	



## 4. PROSPERITY

### Objective 4.3 Improved options for shopping, hospitality, tourism and events



Represents the Health & Wellbeing Priorities


What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Statutory Authority, Facilitator and Advocate</i>	Investigate the provision and rezoning of land to attract developers, business and employers including those that provide retail and hospitality opportunities.	
<b>4.3.1 Support initiatives for local shopping, hospitality and a variety of local businesses.</b>	Advocate for and implement the Streetscape and town centre improvements that maintain town character and rural appeal, including the Northern Streetscape Improvement Program upgrades at Linton, Scarsdale and Smythesdale.	Advocate for and implement Streetscape and town centre improvements.
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator</i>	Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 including:	
<b>4.3.2 Identify and promote activities that attract visitation and tourism.</b>	<ul style="list-style-type: none"> <li>• Events that attract visitation such as music and food festivals</li> <li>• Activities that promote the arts and local creative industry, such as open studio programs, arts trail and living sculptures</li> <li>• Sites and tourist attractions, including the Three Trails project</li> <li>• Participation in the World Heritage Program</li> <li>• Alliances and networking opportunities including with Geelong and Bellarine Tourism</li> </ul>	Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 that promote tourism and visitor attraction.





## 4. PROSPERITY

### Objective 4.4 Local employment and training

 Represents the Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate</i>	Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	
<b>4.4.1 Assistance and incentives for businesses to provide for local employment.</b>	Work with partners to deliver short-term courses, internships and job training opportunities for ratepayers and residents.	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider, Facilitator and Advocate</i>	Provide Council-based opportunities and potential employment pathways for local residents including through:	
<b>4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire.</b>	<ul style="list-style-type: none"> <li>• Apprenticeships, internships and traineeships</li> <li>• Connecting with schools and young residents to promote the diversity of Council activities and career options</li> <li>• Council's work experience program</li> </ul>	Continue Council-based opportunities and potential employment pathways for local residents.
	Commence operation of the Digital Hub in Smythesdale to enable: <ul style="list-style-type: none"> <li>• Improved connectivity, digital literacy and skills within community</li> <li>• Access for small business and community to utilise and connect via digital technology</li> </ul>	Continue to operate and review the Digital Hub to enable connectivity.
	Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program.	



## 4. PROSPERITY

### Objective 4.5 Partnerships, advocacy and opportunities for investment

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate.</i>	Develop and implement the Economic Development, Tourism and Investment Attraction Strategy 2022-23 including actions that:	Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-23 including actions State and Federal Government and private business investment.
<b>4.5.1 Identify and advocate for investment opportunities, partnerships and projects.</b>	<ul style="list-style-type: none"> <li>• Advocate for State and Federal Government investment</li> <li>• Private business/industry investment</li> <li>• Innovative, new and value add practices</li> </ul>	
	Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.	
	Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm.	

#### STRATEGIC INDICATORS

- Pre-School participation rates (Source: VCAMS)
- Percentage of residents undertaking higher education (Source: Remplan)
- Business engagement activities/contact hours (Source: internal)
- Growth in visitor economy/visitor expenditure
- Placements, apprenticeships, work experience (Source: internal)
- Jobs within the Shire (Source: Remplan)
- Business entries and exits over the period (Source: internal)





# LEADERSHIP



To compliment and deliver on the four themes of the Community Vision, Council has included the additional theme of Leadership in developing the Council Plan 2021-2025. The actions and initiatives address the community responses and priorities from the community engagement process for the Council Plan.

*Leadership includes the following Strategic Objectives:*

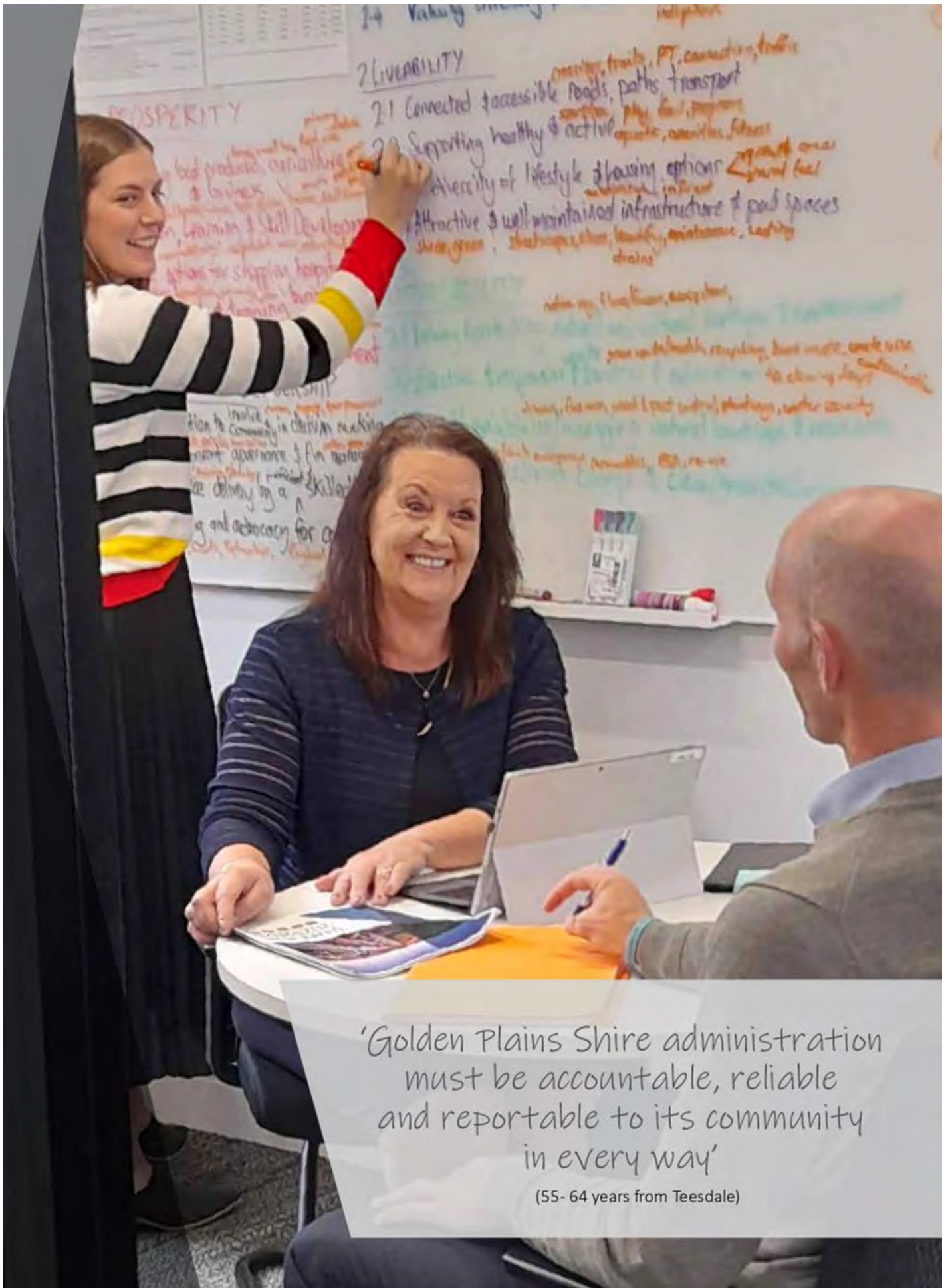
- 5.1 *Information and engagement to involve our community in decision making*
- 5.2 *Accountable and transparent governance and financial management*
- 5.3 *Responsive service delivery supported by systems, resources and an engaged workforce*
- 5.4 *Planning, advocating and innovating for the future.*

## Council Services

- Asset Management
- Communications and Marketing
- Customer Service Centres
- Governance
- Council Meetings
- Corporate Planning
- People and Culture
- Occupational Health and Safety
- Risk Management
- Digital Transformation
- Finance
- Property and Rating
- Procurement and Contract Management



HEALTH AND WELLBEING PRIORITIES



'Golden Plains Shire administration must be accountable, reliable and reportable to its community in every way'  
(55- 64 years from Teesdale)





## Data and Context

Golden Plains Shire has...

- Projected population growth from 2021 to 2041 of 74.0% with the population projected to reach 42,193 at that time.
- Community satisfaction with overall Council performance that is lower than the State-wide average.
- Councillor attendance at Council Meetings that is higher than the State-wide average
- Improved Council performance in the area of consultation and engagement, but a satisfaction score lower than the State average.
- Community satisfaction with Council decisions that is lower than state-wide average.
- An overall performance of Council that is rated as 'very good' or 'good' by 27% of community satisfaction survey respondents – the same percentage as those who rate Council's overall performance as 'very poor' or 'poor'.
- Council staff turnover rate higher than the Victorian Council average.
- A Council capital works investment in 2021/22 of \$14.6 million.

## Key Strategies/Strategic Documents

- Community Engagement Strategy and Action Plan
- Communications & Marketing Strategy
- 10-year Financial Plan
- Revenue and Rating Plan
- Golden Plains Community Vision 2040
- Annual Budget
- Asset Plan
- Risk Management Framework
- Customer Service Charter

'Seek opportunities for engagement in service provision throughout the Shire, where possible at low cost'

(45- 54 years from Lethbridge)

## 5. LEADERSHIP

### Objective 5.1 Information and engagement to involve our community in decision making

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider and Facilitator</i>	Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms, including: <ul style="list-style-type: none"> <li>• Social media</li> <li>• Website/s</li> <li>• Printed publications</li> <li>• Advertising and signage</li> <li>• Media activities</li> </ul>	Communicate issues and opportunities across a wide variety of accessible and functional platforms.
<b>5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders.</b>		Review the effectiveness of Council's communications and communications platforms through metrics, surveys and feedback.

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Service Provider and Facilitator</i>	Consult with the community and provide early engagement on Council decisions and issues of local interest, through: <ul style="list-style-type: none"> <li>• Development and implementation of a Community Engagement Strategy</li> <li>• Utilisation of the Community Engagement Register, existing Council networks and community groups</li> <li>• Planning, providing and promoting direct Councillor engagement opportunities</li> <li>• Encouraging community and stakeholder involvement in advocacy campaigns</li> </ul>	Continue to undertake and evaluate community engagement activities and implement the Community Engagement Strategy.
<b>5.1.2 Enhance deliberative engagement to inform and involve community in Council decision-making.</b>		





## 5. LEADERSHIP


### Objective 5.2 Accountable and transparent governance and financial management

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Statutory Authority and Service Provider</i>	Implement good governance and decision-making processes and meet all legislative requirements, including: <ul style="list-style-type: none"> <li>• All requirements of the <i>Local Government Act 2020</i></li> <li>• Council's meeting procedures and Councillor Code of Conduct</li> <li>• Reviewing Council's Vision, Mission and Values</li> <li>• Reviewing and updating Policies and Procedures</li> <li>• Reporting to the community on Council performance and accountability</li> </ul>	Implement good governance and decision-making processes and meet all legislative requirements including <i>Local Government Act 2020</i> .
<b>5.2.1 Council will operate in an open and transparent manner.</b>		

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Statutory Authority and Service Provider</i>	Implement policies, processes and initiatives that deliver long-term financial sustainability, including: <ul style="list-style-type: none"> <li>• Develop and adopt the 10-year Financial Plan and the Revenue and Rating Plan</li> <li>• Implement a new property and rating system</li> <li>• The review and implementation of procurement policies and procedures</li> <li>• Identification of additional sources of revenue and efficiencies</li> </ul>	Continue to implement policies, processes and initiatives that deliver long-term financial sustainability.
<b>5.2.2 Ensure responsible and sustainable financial, asset and risk management.</b>		
	Manage Council and community assets, including: <ul style="list-style-type: none"> <li>• Adoption of the Asset Plan in accordance with the <i>Local Government Act 2020</i></li> <li>• Implementation and population of the Assetic software system</li> <li>• Consider the findings and implement actions arising from the Community and Social Infrastructure Plan</li> <li>• Planning and budgeting for asset maintenance, renewal programs and regular asset condition audits</li> <li>• Consider the removal of low value or end of life assets</li> </ul>	Continue to manage Council and community assets and collect data analyse asset condition and utilisation.
	Further develop and implement Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	Implement and review Council's Risk Management Framework.

## 5. LEADERSHIP


### Objective 5.3 Responsive service delivery supported by systems, resources and an engaged workforce

 Health & Wellbeing Priorities		
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Service Provider and Facilitator</i></p> <p><b>5.3.1 Council service delivery is efficient and responsive to the needs of the community.</b></p>	<p>Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the development of Council's Customer Service Strategy.</p>	<p>Implement, monitor and report on Council's Customer Service Strategy.</p>
	<p>Seek opportunities to streamline and improve Council's ICT systems and processes, including:</p> <ul style="list-style-type: none"> <li>• Digital transformation and upgrades</li> <li>• Knowledge management and collaboration</li> <li>• Reviews of systems processes and services.</li> <li>• New technology options and solutions to meet service and customer needs, including better information flow and updates of the Customer Request Management System (CRMS)</li> </ul>	<p>Continue to streamline and improve Council's ICT systems and processes.</p>
	<p>Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.</p>	
What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<p><i>Council's Role: Statutory Authority and Service Provider</i></p> <p><b>5.3.2 Provide for a safe working environment and develop a productive and skilled workforce.</b></p>	<p>Implement People and Culture and organisational development activities, including:</p> <ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Attraction and retention of employees</li> <li>• Upskilling and providing growth opportunities to staff</li> <li>• Further activities to embed and promote the organisational Vision and Values</li> <li>• Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace</li> <li>• Regular staff workplace surveys</li> </ul>	<p>Continue to deliver on the People and Culture initiatives that support a safe, productive workplace and culture.</p>



## 5. LEADERSHIP

### Objective 5.4 Planning, advocating and innovating for the future

What we are going to do...	How we are going to do it...	
	2021/22	2022/23 and beyond
<i>Council's Role: Facilitator and Advocate</i>	Continue planning, engaging and analysing information to determine the future service provision and infrastructure needs, and deliver responsive and innovative solutions for the Golden Plains community.	
<b>5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040.</b> 	Lead and partner with community and stakeholders on advocacy campaigns, including through <ul style="list-style-type: none"> <li>• Scoping and development of priority projects</li> <li>• Seeking investment, funding and partnerships for identified community priorities</li> <li>• Representation on networks and regional alliances to connect on regional priorities (e.g. G21, MAV, Central Highlands, Peri-Urban Group of Rural Councils)</li> <li>• Liaising and connecting with members of parliament, Government departments, businesses and service providers</li> </ul>	

STRATEGIC INDICATORS
<ul style="list-style-type: none"> <li>• Community satisfaction on Council's consultation and engagement (Source: Local Government Performance Reporting Framework)</li> <li>• Community satisfaction on Council's decisions being made in the interests of the community (Source: Community Satisfaction Survey)</li> <li>• Own source revenue per head of municipal population (Source: Local Government Performance Reporting Framework)</li> <li>• Community satisfaction rating with Council's Customer Service (Source: Community Satisfaction Survey)</li> <li>• Staff turnover rate (Source: Local Government Performance Reporting Framework)</li> <li>• Community satisfaction on Council lobbying on behalf of community (Source: Community Satisfaction Survey)</li> <li>• Value of non-recurrent grants per head of population (Source: Local Government Performance Reporting Framework)</li> </ul>



# REPORTING THE COUNCIL PLAN

*In the interests of transparency and accountability, Council is committed to regularly monitoring and reporting progress on the Council Plan 2021-2025 to the Golden Plains community.*

Each quarter across the Financial Year, a progress report will be compiled and reported to an open Council Meeting. Council will measure its success based on the Strategic Indicators and report extensively on key deliverables and initiatives under each Theme of the Council Plan through the Annual Report each year.

In addition, public health and wellbeing matters and deliverables of the Health and Wellbeing Plan will be monitored, reported and reviewed annually to ensure the health and wellbeing of the community remains at the forefront of Council's strategic planning.

In accordance with the *Local Government Act (s89)*, the Council Plan 2021-2025 will be reviewed annually to identify and address changing circumstances and continue to reflect the priorities of the community and deliver on the Golden Plains Shire Community Vision 2040.





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**CUSTOMER SERVICE HOURS**

**Bannockburn Customer Service Centre**  
8.30am to 5pm, Monday to Friday

**The Well, Smythesdale**  
8.30am to 5pm, Monday to Friday

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