



GOLDEN PLAINS SHIRE

ATTACHMENTS

**Under Separate Cover
Ordinary Council Meeting**

6.00pm Tuesday 22 October 2019

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COUNCIL PLAN

Quarterly Progress Report (Q1: July – September 2019)



ABOUT THE COUNCIL PLAN

The Council Plan 2017-2021 is the key document setting out the strategic direction for Golden Plains Shire for the next four years and beyond. The Victorian Local Government Act 1989 requires that a Council Plan must be prepared every four years.

For the first time, this Council Plan incorporates the Municipal Public Health and Wellbeing Plan that outlines our priorities for supporting, protecting and improving the health and wellbeing of our community.

The Plan reflects feedback from our community and stakeholders as part of an extensive community consultation process that was an integral component of the planning process. The Council Plan sets out our vision for the future, our mission and priority objectives as the strategic framework for Golden Plains Shire for the next four years and transparently outlines how that will be achieved. The Plan is grounded in our core values that will guide our organisation in all that we do. The Council Plan also includes our Strategic Resource Plan that sets out the resources required to achieve our strategic priorities and objectives over the next four years.

The Plan focuses on four strategic priorities that reflect the key activity areas of Council and the services that contribute to the health and wellbeing of the Golden Plains community: promoting healthy and connected communities; enhancing local economies; managing natural and built environments; and delivering good governance and leadership.

HOW WILL THE PLAN BE IMPLEMENTED

The Council Plan 2017-2021 has been developed in consultation with our community and key stakeholders and we are committed to working together to achieve our vision for the future.

Council will play a strong leadership role and work in a range of ways to deliver on the priorities and objectives outlined in the Plan including:

- Leader demonstrating strong leadership and leading by example
- Service provider facilitating and funding the provision of services
- Deliverer directly implementing services, projects or works
- Advocate making representation on behalf of our community
- Partner working with others to achieve outcomes
- Facilitator bringing stakeholders together
- Funder providing funds or other resources to deliver outcomes
- Planner planning to meet the needs and aspirations of our community now and into the future
- Regulator assuming regulatory responsibility across a range of areas
- Listener engaging with and listening to the community



Implementation of the Council Plan will be grounded in our commitment to working collaboratively and in partnership with others to achieve our objectives. We will continue to develop and strengthen our relationships with the community, government, key partners and other organisations to create a vibrant, prosperous and sustainable future for our Shire.

The Council Plan 2017-2021 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our Annual Report at the end of year.

PILLAR 1: PROMOTING HEALTHY & CONNECTED COMMUNITIES



We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.

Progress to Date

Action	Progress	Status	Activities Undertaken
Provide and Support programs, activities and spaces to promote and encourage health and wellbeing for people of all ages and abilities	20 - 30% complete		<ul style="list-style-type: none"> • Council have recently appointed an Arts and Culture advisor. • Allied Health Services Barwon Health • Advocated for New Health Services (Dental) • HACC PYP Expo • Rokewood Men's program reviewed from evening to day time. • Spring into Shire - Photography Exhibition Open • Youth Lounge Upgrade at the Bannockburn Cultural Centre completed • Facilitate Junior Football/Netball Club for Woody Yaloak Catchment (and continuing support to Smythesdale FNC) • Ran Take the Lead 2.0 - Women's Coaching course (July)
Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure	20 - 30% complete		<ul style="list-style-type: none"> • Planning for the Community Vision 2040 has commenced with expressions of interest for community reference group advertised. Proposed questions are being tested in a range of community settings including children, youth services and internally. • Consultant appointed to commence Community Service and Infrastructure Plan, data collection process commenced. • Health Service Mapping project engagement completed (250 community members participated in surveys, conversation posts) • Monitoring and Evaluation framework developed with short and intermediate indicators identified with key partners to enable coordinated approach to data collection and measure reach and impact of health and wellbeing initiatives.

Action	Progress	Status	Activities Undertaken
<p>Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community</p>	<p>20 - 30% complete</p>		<ul style="list-style-type: none"> • Community Grants issued to 32 community groups at grant ceremony in August • Facilitate Junior Football/Netball Club for Woody Yaloak Catchment (and continuing support to Smythesdale FNC) • Strategic business planning with Inverleigh Football/Netball Club - completed. • Ran Take the Lead 2.0 - Women's Coaching course in partnership with Leisure Networks (July) 10 participants. • Continued and ongoing support for Recreation Management Entities to manage Council's Recreation and Community Facilities for and on behalf of Council. • Partnering with Leisure Networks - Develop linkages to Football clubs for introductory participation programs • Supporting Shelford Cricket Club to establish Female Cricket • Working with YMCA/Basketball Geelong - developing Aussie Hoops and Holiday program (Supercats) • Targeted support offered to Dolphins Basketball Club - Increase membership from GPS residents, run club training and seasonal try-outs in Bannockburn. 30 new participants signed up September 2019. • Volunteer recognition with presentation of framed photos (Tier 1 volunteers - drivers for social support program) • Development and design of ' Super Veggie Four' story book to engage children and families in vegetable consumption
<p>Provide and Support contemporary and innovative community development programs, initiatives and opportunities</p>	<p>10 – 20% complete</p>		<ul style="list-style-type: none"> • Appointed new Community Planning Facilitator (has been working with Staffordshire Reef, Berringa, Linton and Cape Clear/Illabrook/Rokewood Junction). • Appointed new Community Partnerships Officer • Provided 15 'Walk to School' Grants with funding support to primary schools in shire • 3 HEAL grants awarded
<p>Identify, facilitate and advocate for initiatives to increase access to public and community transport</p>	<p>10 – 20% complete</p>		<ul style="list-style-type: none"> • Identify alternative options for community transport where available • Created an essential shopping/transport service program • Multipurpose taxi program • Scooter and Travel Chair passes • Red Cross for patient transport service

Action	Progress	Status	Activities Undertaken
Support people at all life stages and abilities to maximise their potential and participation in community life	20 – 30% complete		<ul style="list-style-type: none"> Trailblazers Walking Program and Men's Kitchen program run across first quarter to support older adults to be physically active and connect socially. Continued to deliver children's services Deliver Farmer's Market Continued support for community events Community care workers have undertaken training (incidental activity to identify opportunities to support consumers increase their level of physical activity for their health and wellbeing) - through Barwon Health. Wellness and Reablement Plan Developed
Lobby, advocate and work with others to maintain and enhance the safety and security of all people across our community and proactively address family violence	20 – 30% complete		<ul style="list-style-type: none"> Partnership with Barwon Child Family Youth Services to provide drop in family support in Bannockburn and Meredith. Secured MAV funding for 16 days of Activism Gender Equity (Gender Stereotypical language and PVAW information session) ran by Carrington Health for 13 staff. The re-establishment of Baby Make 3 Model
Communicate, consult and engage with our community to ensure the provision of responsive and effective services and to enable people to increase control over, and to improve their wellbeing	20 – 30% complete		<ul style="list-style-type: none"> Published August 2019 issue of Gazette. Developed newsworthy media releases including Federal Government Approval of Golden Plains Wind Farm; Opening of the Smythesdale Courthouse; Construction of the Bannockburn Second Soccer Pitch; Councillors Conversation Posts; Spring in the Shire; Golden Plains Shire Road Charter; State Government E-Waste Ban; and Council Secure \$4.5 Rural Councils Transformation Grant. Council Website: Redesign of website homepage for mobile devices, making it more accessible and easier to navigate. Daily social media on Council's accounts. Increased readership on Facebook from 3,395 to 3,644. Increase to daily activity on LinkedIn account, resulting in increased following of 19.8 percent in quarter. Council News: Published every week in Golden Plains Times and supplied to all local community newsletters every month. Council continue to look at new and innovative ways to engage with its residents. Councillors committed to six Councillor conversation posts over a 12 month period. This is an increase of 2 additional posts from previous year.

Action	Progress	Status	Activities Undertaken
Respect, celebrate and protect the history and diversity of our heritage, the arts and community spaces	10 – 20% complete		<ul style="list-style-type: none"> • Opened the Smythesdale Courthouse Upgrade Project • Diversity Plan Developed • Child Services and other works areas celebrated NAIDOC Week, and have developed a RAP.
Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered	20 – 30% complete		<ul style="list-style-type: none"> • Equihand program delivered - Meredith. • Alpine School for Student Leadership program delivered • Students from Alpine program will bring back a Secondary School community projects • Supported partnership with Bannockburn Surgery and Bannockburn P-12 College to explore implementation of Docs and Teens program in Term 4 • Intergenerational Cooking Project developed. Delivered in October. • Transition and Pathway project developed - delivered across 14 primary schools in GPS in November • Art Mural Mentoring (Youth Friendly Spaces Project) and Delivery in September • School Holiday Wellbeing Project - (September School holiday program) • Pop Up Movie Night in Enfield • All ages Regional Tour supported.





PILLAR 2: ENHANCING LOCAL ECONOMIES

We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business and tourism development.

Progress to Date

Action	Progress	Status	Activities Undertaken
Implement a strategic approach to support, promote and grow our local business sector, attract new business investment and build our visitor economy	20 – 30% complete		<ul style="list-style-type: none"> • Provided assistance and support to investors and business including aviation, intensive agriculture, renewable energy, developers, retail, agriculture suppliers, event venues, community groups and facilities. • Calling for Expressions of Interest for the Meredith Interpretive Centre from business, community and social enterprise. • Working with Meredith Community to address doctor shortage. • Designing new promotional maps. • Regular meetings and site visits with businesses. • Utilising \$15,000 grant from Small Business Victoria to run networking events in 2019/20. • Organised Small Business Victoria workshops, ATO training sessions, and One-on-One business mentoring sessions in Meredith, Haddon, Dereel, Smythesdale, Teesdale, Linton, Inverleigh and Bannockburn. • Commenced creating a community / small business working space at Smythesdale Well. • Partnered with Tourism Greater Geelong and The Bellarine to promote and grow the Moorabool Valley Taste Trail. • Promoted the Shiraz Weekend and Toast to the Coast wine festival via e-newsletter and social media. • Radio adverts ran in July on K Rock Geelong promoting the Golden Plains Farmers' Market, Moorabool Valley Taste Trail and Shiraz Weekend.
Promote and support the development and sustainability of our rural economy	20 – 30% complete		<ul style="list-style-type: none"> • Worked with existing operators and new investment enquiries in the Golden Plains Food Production Precinct, including intensive agriculture, agricultural supplies, land owners and utility providers. • Facilitated meetings with investment and business enquiries and planning and economic development. • Worked with local businesses to get them signed up to procurement panels and internal purchasing.



Action	Progress	Status	Activities Undertaken
<p>Promote and support innovative, environmentally sustainable and value adding approaches and solutions within our business, rural and visitor economies</p>	<p>20 – 30% complete</p>		<ul style="list-style-type: none"> • Provided assistance to wind farm developments including promoting their community grants program in business newsletter and on social media. • Worked with Berrybank Wind Farm to finalise and sign the Berrybank Wind Farm Community Grants agreement. This will see \$2,500 per operating turbine committed to a grants program for the community commencing in 2020/21. • Mayor & Senior Economic Development Officer represent Council on the Berrybank Wind Farm Community Engagement Committee. • Responded to wind farm media enquiries. • Distributed 3 Golden Plains Business News e-newsletters to over 600 email addresses. • Developed social media content for business, industry and tourism. • Created regular news stories for business and industry on Council's website.
<p>Advocate, facilitate and provide built, service and technology infrastructure to support business and industry growth and development</p>	<p>20 – 30% complete</p>		<ul style="list-style-type: none"> • Provided input for Round 5 of the Mobile Black Spot Program. • Liaised with NBN Co, Telstra, Optus, Melbourne Water and AusNet Services to lobby for improved utility coverage and infrastructure in Golden Plains. • Planning permit application for the Bannockburn Bowls Club expansion. • Planning permit application Teesdale Bakers Lane Council subdivision. • Participated in Bannockburn Chamber of Commerce monthly meetings and partnered with them to deliver and promote networking events.
<p>Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities</p>	<p>20 – 30 % complete</p>		<ul style="list-style-type: none"> • Responsible Service Alcohol Courses in Bannockburn and Smythesdale (July) • Barista Training - Bannockburn and Haddon • Build your Own Business Training (September School Holidays) • Weekly FreeZa committee - Bannockburn • Secured Free Social Enterprise Workshop 'Understanding Social Enterprise' from Rural Council's Victoria, delivered by Australian Centre for Rural Entrepreneurs (booked for December). • BEC DEREEL • G21 Learning Strategy Scope Development contribution • Delivery of XYZ pre-school services





Action	Progress	Status	Activities Undertaken
Lobby, advocate, collaborate and develop strategic relationships with government, business, community and key stakeholders to facilitate local economic development and job creation	20 – 30% complete		<ul style="list-style-type: none"> Partnered with Tourism Greater Geelong and The Bellarine to deliver the Moorabool Valley Taste Trail, to promote local tourism operators and to promote Golden Plains as a tourism destination. Lodged a submission to the Victorian Regional Tourism Review. Attended Victorian Tourism Conference in Geelong 17-18 July. Developed content for lobbying and advocacy including Priority Projects Booklet. Participated in bi-monthly G21 Economic Development Pillar Group meetings. Participated in the G21 Agribusiness Forum (now called The Agri Collective). Participated in Economic Development Australia Victorian Practitioners Network Committee. Participated in regional economic development cooperation with neighbouring Councils. BEC (Dental and Education Partners)
Encourage greater investment in the Shire through creative industries, local events and festivals	0 – 10% complete		<ul style="list-style-type: none"> Organising a networking event for creative industries in Wingeel in November. Creative Wanderings prepared for printing to promote artists across the Shire.






PILLAR 3: MANAGING THE NATURAL & BUILT ENVIRONMENT

We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.

Action	Progress	Status	Activities Undertaken
Support & encourage community resilience to respond to a changing climate and the impact of natural disasters	10 – 20% complete		<ul style="list-style-type: none"> Active Ageing & Disability Regional Assessment Service (RAS) Assessment Officers are providing awareness of preparing for emergency situations (eg, extreme heat/cold, bushfire, flood) by providing discussion and relevant planning information. RAS also assist to identify possible situations where consumers (residents) and in a potentially vulnerable situation and provide discussion, relevant information and ultimately registration on the DHHS Vulnerable Person’s Register. Regional Assessment Service (RAS) Assessment Officers are providing awareness of preparing for emergency situations (eg, extreme heat/cold, bushfire, flood) by providing discussion and relevant planning information. RAS also assist to identify possible situations where consumers (residents) and in a potentially vulnerable situation and provide discussion, relevant information and ultimately registration on the DHHS Vulnerable Person’s Register.
Define a pathway to achieving carbon neutrality for Council Operations	50 – 60% complete		<ul style="list-style-type: none"> Commenced Stage 1 of Climate Change Action Plan. Includes corporate carbon footprint and emissions reduction targets. Local Government power purchasing agreement executed (MAV).
Encourage all landholders to more effectively manage the risk of pest and invasive plants across the municipality	100% complete		<ul style="list-style-type: none"> Gazette articles and social media posts circulated to increase community awareness. Recent boneseed works undertaken in the north of the Shire.
Implement waste management and minimisation practices that are innovative, effective and reflect best practice	50-60% complete		<ul style="list-style-type: none"> Waste strategy service options currently out for public consultation via survey and listening posts. Several Council reports have been presented to date

Action	Progress	Status	Activities Undertaken
Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships	50-60% complete		<ul style="list-style-type: none"> Partnered with Barwon Water and Central Highlands Water. GPSC is currently leading a Central Highlands Integrated Water Management Project.
Review the existing Road Strategy and Road Asset Management Plan in consultation with the community and continue to advocate for improvements to arterial roads and highways	Not started		<ul style="list-style-type: none"> CT Management have been engaged to complete a best practice review and update of the RMP, taking into consideration previous asset management plan updates and new gravel road maintenance charter
Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships	20 – 30% complete		<ul style="list-style-type: none"> 19/20 Paths and Trails program approved by Council. TAC grant applied for 'Community Heart Connection' - (50% of cost of path from Pope Street, along Byron Street to the Bannockburn Heart). Outcome pending. Planning meeting held to determine developer contributions for Bruce's Creek Path connectivity.
Progressively review township structure plans and urban design frameworks to effectively manage growth, encourage diversity and maintain township character			<p>In the last quarter the Strategic Planning Team have delivered the following actions relative to township structure plans and urban design frameworks:</p> <ul style="list-style-type: none"> Completion of the Inverleigh Structure Plan and formal exhibition of the related amendment; Commencement of the Teesdale Structure Plan; Secured VPA funding for the commencement of a new Bannockburn Growth Plan. Exhibited a planning scheme amendment to incorporate the key policy directions of the Northern Settlement Strategy into the Golden Plains Planning Scheme.
Proactively support and encourage an increase in civic pride and build ownership of place	20 – 30% complete		<ul style="list-style-type: none"> 3 HEAL grants awarded to support community led initiatives. Public Art audit completed (public art, memorials).

Action	Progress	Status	Activities Undertaken
Invest in maintenance, renewal and improvement of community infrastructure	20 – 30% complete		<ul style="list-style-type: none"> • Hard Cricket Wicket program (replacing Cricket wickets at Rokewood, Inverleigh and Linton) underway. • Lighting at Smythesdale Well upgrade (outdoor bollard lighting). • Major Recreation Facilities maintenance/renewal program development and underway. • New temporary car park completed at Bannockburn Recreation *Precinct to service soccer pitches. • Second soccer pitch construction commenced • Bannockburn Oval Lighting upgrade commenced • Smythesdale Courthouse Upgrade opened. • Teesdale Turtle Bend Upgrade commenced. • Planning underway for 2020/21 Capital works program • Lethbridge Hall Access Ramp completed • Meredith Angling Accessibility minor works underway.
Implement the Municipal Fire Management Plan and fire related statutory controls	Not Started		<ul style="list-style-type: none"> • Meet with CFA, DELWP to arrange pre and post summer roadside burning. • Ensure cutting list is updated for contractor to undertake pre summer fire prevention slashing
Work with the community and fire agencies to improve community preparedness and resilience	20 – 30% complete		<ul style="list-style-type: none"> • Vulnerable Persons Register and associated action plan-Active Ageing & Disability Regional Assessment Service (RAS) assist to identify possible situations where consumers (residents) and in a potentially vulnerable situation and provide discussion, relevant information and ultimately registration on the DHHS Vulnerable Person's Register. • Working with Active Ageing and Disability, together with CFA advice to install Smoke Detectors in GPS client's houses. • Working with CFA to install fire danger signs and to locate them in safer locations. Sponsor Fire Preparedness show for CFA Teesdale 70th anniversary celebrations.








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PILLAR 4: DELIVERING GOOD GOVERNANCE & LEADERSHIP

We will govern with integrity, plan for the future, and advocate for our community.

Action	Progress	Status	Activities Undertaken
Develop a long term (25 year) Community plan outlining a future vision for Golden Plains Shire	10-20% complete		<ul style="list-style-type: none"> Community vision planning has commenced
Continue long term financial planning that outlines the emerging challenges for the Shire	0 – 10% complete		<ul style="list-style-type: none"> The long term financial planning was completed as part of the 2019/20 budget, however a more comprehensive review and analysis of the forecasts will be completed over the coming months
Further develop and implement an advocacy framework in partnership with the community	20 – 30% complete		<ul style="list-style-type: none"> Contributed to the updating of Golden Plains Priority Projects Booklet.
Maintain active regional partnerships with a focus on economic development, wellbeing, environmental sustainability and shared services	20 – 30% complete		<ul style="list-style-type: none"> Coordinated G21 Regional Economic Development Practitioners Group quarterly meeting (16 Sep 2019). Facilitated meetings and tours with RDV and AusIndustry regarding Lethbridge Airport's expansion and potential funding opportunities. Held Annual Health and Wellbeing Forum with 13 external & 14 internal partners Participated in G21 Health and Wellbeing Regional Health and Wellbeing Plan (specifically Active Transport, Women and Girls Physical Activity Participation, Increasing Vegetable Consumption & Sugar Sweetened Beverage Working Groups) Active Member of the Communities of Respect and Equality (CORE) Alliance for the Grampians Region Participated in G21 Sport and Recreation Pillar Participation in the Central Highlands Community of Practice (Sport, Recreation and Health and Wellbeing)
Provide a consistent coordinated and innovative approach to communicating with the community	20 – 30% complete		<ul style="list-style-type: none"> Publication of Council's Annual Report 2019-20. Completed and sent to State Government. Creative Wanderings - list of local Artists ready for printing.

Action	Progress	Status	Activities Undertaken
Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council's Community Engagement Strategy	20 – 30% complete		<ul style="list-style-type: none"> • Rolled out the Charter of Aged Care Rights • Rolled out the Aged Care Quality Standards (Council briefed on both of these at the September briefing)
Build commitment to the organisational Customer Service Charter	0 – 10% complete		<ul style="list-style-type: none"> • Work has commenced on reviewing the Customer Service Charter
Work towards the application of 'deliberative engagement' processes	10 – 20% complete		<ul style="list-style-type: none"> • Council continues to find new ways to engage with its residents • Enhanced community engagement through the Inverleigh Streetscape consultation, and the Waste Management process (supported other teams in this process).
Continue to implement Council's commitment to equal employment opportunity and influencing broader access, inclusion and gender equity issues in our community	10 – 20% complete		<ul style="list-style-type: none"> • Commenced Act@ Work program with support of Women's Health Grampians. • Women's Health Grampians presented to Council Briefing. • Grant funding secured to undertake 16 Days of Activism campaign.
The Golden Plains Community and Civic Centre will be a redevelopment of the Bannockburn Customer Service Centre to provide a suite of community, municipal office spaces to meet the needs of community access to Council, Council governance processes and Council staff delivery of the key pillars of the Council Plan	40 – 50% complete		<ul style="list-style-type: none"> • Refer to Major Projects Progress Update provided to Audit & Risk Committee on 10th September 2019.

Action	Progress	Status	Activities Undertaken
Provide a workplace that facilitates the highest level of productivity and supports a healthy lifestyle for employees	10 – 20% complete		<ul style="list-style-type: none"> • Staff Health and Wellbeing committee established to collaboratively work on the implementation of the Achievement Program and specifically 'Healthy Eating' Benchmark. • Act@Work Leadership group established to implement Act@Work program.

