

ATTACHMENTS

Under Separate Cover Council Meeting

6.00pm Tuesday 23 February 2021

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ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the traditional Wadawurrung owners of the land where we live, work and meet. Council pays its respects to Wadawurrung Elders both past and present and extends that respect to all Aboriginal and Torres Strait Islander People who are a part of Golden Plains Shire.

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.

STRATEGIC DIRECTION 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.

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 30 - 40% complete • one of the complete of all ages and abilities • one of the complete of all ages and abilities	Masterplan and Ross Creek Recreation Reserve Masterplan update. Engaged 2MH to update Rokewood Recreation Reserve Masterplan. Engaged Four18 Architects to commence planning for Rokewood Recreation Reserve Change/Social/Undercover viewing pavilion. Received and assessed tenders and appointed. contractor for pedestrian footbridge upgrade as part of Teesdale Turtle Bend project. Assessed submissions for lighting upgrade component of Lethbridge Recreation Reserve Lighting and Irrigation upgrade. Go to tender for detailed design of Inverleigh Female Friendly Change Rooms. Dereel Play space upgrade completed. Go out to tender for Bannockburn Bowls Upgrade. Meeting with Youth Services stakeholders and architect to finalise Golden Plains Youth Hub concept plans. Four18 to commence detailed design work - Due end of Feb 2021. H&WB team worked with neighbouring LGA's and Leisure Networks to develop a virtual breakfast event to promote the importance of women and girls staying connected and active, funded by the This Girl Can grant that Council received earlier in the year. As part of the DHHS CASI initiative, 35 participants from a range of service providers, community groups and sporting clubs completed their Mental Health First Aid training, which has addressed a lack of emotional support across the Shire. The AA&I team continue to support consumers and their families by offering their weekly Menu@Home service of delicious, freshly prepared meals delivered straight to their home.

Action	Progress	Status	Activities Undertaken
			 The Maternal Child Health and Early Years Team acknowledged PANDA week 2020 with the theme "Tell Someone Who Cares", by encouraging expecting and new parents who are struggling with their mental health to reach out for help. The AA&I team celebrated International Day of People with Disability by launching a monthly In the Loop series titled "Welcome to My World" interviewing people with lived experience in the Shire. AA&I team continued to provide COVID Safe social support through various activities, including weekly social calls; DIY activities; Celebrating You Chocolates; Fitbits and Livelife Alarms; Pen Pals.
Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure	30 – 40% complete		G21/AFL Barwon Regional Strategy v2 endorsed by G21 Sport and Recreation Pillar.
Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community	30 - 40% complete		 Recreation met with Cricket Victoria and Sports Central to develop and secure support Woady Yaloak Warriors Come and Try Cricket opportunity in the North of Shire (Feb 21). Ongoing support for Management entities to conduct AGM's. Ongoing support to clubs and Management entities to reopen facilities in line with State directives for COVID- 19.
Provide and Support contemporary and innovative community development programs, initiatives and opportunities	40 – 50% complete		 A new Community Partnership Officer has been recruited and commenced with Council in January 2021. Finalisation of Community Plans is occurring for Barunah Park, Garibaldi, Napoleon, Scarsdale and Smythesdale. These groups will present to Council in 2021. Round 2 of the 2020 Community Strengthening Grants were awarded in November 2020 with \$71,928 provided to 17 successful community groups. A review of the Community Planning Program was presented to the previous Council, further actions for the future of the Program are being developed for presentation to Council. The Golden Plains Farmers' Market recommenced in November 2020 following and 8 month break due to COVID 19. Successful COVID safe markets attracted strong stallholder and visitor numbers in November, December and at the annual Twilight Market on 17 December 2020.

Action	Progress	Status	Activities Undertaken
			The Community Services team launched a new grant program to help the community respond to the changes brought by the COVID-19 pandemic, following the easing of restrictions for events late last year. The COVID-19 Quick Response Community Grants program is designed to fund activities that will assist community groups adapt and recover from these changes. The funding has come from the Victorian Government as part of the DHHS CASI Project.
Identify, facilitate and advocate for initiatives to increase access to public and community transport	0 – 10% complete		 The COVID-19 pandemic has impacted the delivery of community transport, however planning and benchmarking continues to occur to assess and improve our transport services for residence when they recommence.
Support people at all life stages and abilities to maximise their potential and participation in community life	20 – 30% complete		 Golden Plains Shire Council Community Awards 2020 were launched, attracting nominations of 27 impressive local people and community groups from their fellow community members in the following categories: Citizen of the Year, Senior Citizen of the Year, Young Citizen of the Year and Community Impact Award. All nominees were promoted across traditional and digital communication channels by Council. C&FS celebrated Children's Week 2020 with the theme of the right of all children to choose their own friends and safely connect with others - we received a \$700 grant from the DET to support this initiative. The AA&I team celebrated Seniors Festival 2020 by acknowledging and celebrating our senior consumers through delivering a 'Celebrate You' flyer and chocolate encouraging them to sit back and relax and celebrate all things them. Maternal Child Health First Time Parents groups returned providing support, information and connection to others in the community who have babies around the same age, with focus each week on a different topic.
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		 Health and Wellbeing team GPS delivered two events related to Gender Equity/Family Violence, a staff presentation facilitated by Women's Health Grampians focusing on Intersectionality. Secondly, a community presentation with keynote speaker Nelly Thomas and Women's Health Grampians.

Action	Progress	Status	Activities Undertaken
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	50 – 60% complete		 Linton Shire Office EOI Open day occurred on 14 January 2021 - 18 people attended. Planning of community engagement for development the Council Plan 2021-2025 is well advanced with engagement to commence on 18 January 2021. Health and Wellbeing team conducting community consultation and engagement process to inform the development of GPS Municipal Public Health and Wellbeing Plan 2021-2025 e.g. H&WB priorities and actions.
Respect, celebrate and protect the history and diversity of our heritage, the arts and community spaces	20 – 30% complete		The Zoom Me a River project saw the creation of a short film as a creative response to COVID-19 in Golden Plains Shire. It focused on building community connections and interweaving personal accounts of the current social landscape through the use of written prose, voice, song, visual arts and film. The project involved the Linton Play Readers, Dereel Arts, GP Arts Inc, and Golden Pens Writers group among others.
Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered	20 – 30% complete		 Health and Wellbeing team supporting local schools to participate in Achievement Program. GP Youth celebrated Victorian Youth Month by partnering with Runstrong Online Coaching to offer a series of running programs to young people in our community. GP Youth delivered a free online information session called Looking After Our Mates, for Year 12 students and new road users about responsible drinking and safe driving. GP Youth partnered with Pulse Fitness Bannockburn to offer free outdoor fitness classes to young women in our community - project titled Yeah The Girls.

STRATEGIC DIRECTION 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.

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	40 – 50% complete		 COVID-19 Business Support: Contacted businesses to check how they are, offer assistance, check if they are still trading, to find out what the impact of COVID-19 has been on their business and staff, and to let them know about Federal and State Government support packages. Promoted the Golden Plains Virtual Farmers' Market. Liaising with other economic development teams from across the region to share ideas about how to support our business and economy during COVID. Contacted cafes, restaurants, pubs and takeaway shops via phone and email regarding grants and support to promote outdoor dining in Golden Plains. Provided assistance and support to investors and business including intensive agriculture, renewable energy, developers, retail and event venues. Liaised with hospitality businesses regarding the Local Councils Outdoor Eating and Entertainment Package to support and expand outdoor dining options in the Shire. Coordinated the online delivery of business workshops and training working with SBMS, Small Business Victoria, Small Business Bus, ATO and other agencies. Continued to work with Lethbridge Airport regarding funding opportunities.
Promote and support the development and sustainability of our rural economy	40 – 50% complete		 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. Worked with businesses impacted by the avian influenza (bird flu) outbreak near Lethbridge, as well as facilitating sessions between Agriculture Victoria, Regional Development Victoria and local poultry operators so that businesses could share their story and what the impact of the outbreak had been to them. Facilitated meetings with investment and business enquiries and planning and economic development.

Action	Progress	Status	Activities Undertaken
Promote and support innovative, environmentally sustainable and value adding approaches and solutions within our business, rural and visitor economies	40 – 50% complete		 Mayor & Senior Economic Development Officer represent Council on the Berrybank Wind Farm Community Engagement Committee. Distributed Golden Plains Business News enewsletters to over 600 email addresses. Developed social media content for business, industry and tourism. Provided assistance to WestWind Energy (Golden Plains Wind Farm). Berrybank Wind Farm have commenced the rollout of a solar program across Golden Plains. Provided support to the program including organising engineering reports and site inspections into the capability of roofs to hold solar panels. Program will also install solar on low income housing.
Advocate, facilitate and provide built, service and technology infrastructure to support business and industry growth and development	40 – 50% complete		 Progressed the Three Trails Project, which has secured \$500,000 in funding from RDV and \$180,000 in funding from Berrybank Wind Farm. Participated in bi-monthly G21 Economic Development Pillar Group meetings. Participated in regional economic development cooperation with neighbouring Councils, including regular meetings regarding the COVID-19 response to share ideas, key learnings, impacts and ideas for recovery. Progressed Smythesdale Well Digital Hub project which has received a grant of \$97,500 from the Victorian Government's Regional Digital Fund (yet to be formally announced).
Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities	20 – 30 % complete		 GP Youth delivered a free online Transitions Program to discuss the transition from primary to secondary school, what to expect and to encourage young people to be supported in their learning. In partnership with Geelong Region Local Learning and Employment Network (LLEN), Golden Plains Youth delivered a work readiness program for secondary school students. The workshop included resume and cover letter writing, mock interviews, employee rights, responsibilities and expectations, as well as a networking lunch with local business owners. The Youth Development Team have been working on a weekly basis with selected secondary school students at Bannockburn P–12 College who are disengaging or at risk of disengaging from education, facilitating a strengths and evidence-based coaching program.

Action	Progress	Status	Activities Undertaken
			 Golden Plains Youth supported the Nurturing Young Minds for their Future program, delivered in partnership with Hands of Change. The program teaches local young people valuable skills in project management, budgeting, promotion and advertising.
Lobby, advocate, collaborate and develop strategic relationships with government, business, community and key stakeholders to facilitate local economic development and job creation	60 – 70% complete		 Mayor Cr Helena Kirby was elected Co-Deputy Chair of Peri-Urban Group of Rural Councils. Federal Government funding was announced for the Slate Quarry Road Bridge in Meredith and Geggies Road Bridge in Rokewood. State and Federal Government funding announced to deliver the Bannockburn Skate Park Upgrade. Council secured \$1.5 million in funding from Round 2 of the Local Roads and Community Infrastructure Program. State Government funding announced for new cricket training facility at Linton Recreation Reserve. Official opening of new floor at Haddon Recreation Centre.
Encourage greater investment in the Shire through creative industries, local events and festivals	50 – 60% complete		 Council events team provided support to the delivery of community events under COVID restrictions including the pop-up café at bar at Teesdale Turtle Bend and the return of the Golden Plains Farmer's Market and Twilight Market.

STRATEGIC DIRECTION 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	80 – 90% complete		Emissions Reduction Action Plan to be considered by Council in next quarter, ongoing participation in the Regional Climate Adaptation Group, upcoming Climate Change Action Plan being prepared.
Define a pathway to achieving carbon neutrality for Council Operations	90 – 100% complete		Emissions Reduction Action Plan drafted and to be considered by Council in next quarter after some minor changes.
Encourage all landholders to more effectively manage the risk of pest and invasive plants across the municipality	100% complete and ongoing		Ongoing support provided to control declared and non-declared weeds along with rabbits and foxes.
Implement waste management and minimisation practices that are innovative, effective and reflect best practice	0 - 10% complete		 Council adopted the Waste Management Strategy in August. On-going participation in the Regional Organics Network (organics to power facility) alongside G21 Councils and Barwon. Transition Plan submitted to DELWP in September for the introduction of FOGO and glass services as per the Recycling Victoria reforms. Waste is now Part of the Environment and Sustainability team.
Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships	100% complete and ongoing		 Continued involvement with the Integrated Water Management (IWM) forums in the Central Highlands and Barwon Regions. Blue Green Infrastructure project continues.

Action	Progress	Status	Activities Undertaken
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	70 - 80% complete		Road Management Plan has been drafted and is being reviewed internally.
Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships	10 – 20% complete		 Explore Bannockburn way finding signage installed to provide 3 loops for walking. Working for Victoria staff have undertaken significant maintenance works on trails throughout the shire.
Progressively review township structure plans and urban design frameworks to effectively manage growth, encourage diversity and maintain township character	40-50% complete		 The draft Bannockburn Growth Plan was exhibited. Work commenced on the priority PSP in Bannockburn's South. Amendment C87gpla - Inverleigh Structure Plan was submitted to the Minister for approval. Exhibition of the Teesdale Structure Plan commenced. Commenced background work on a new Structure Plan for Smythesdale.
Proactively support and encourage an increase in civic pride and build ownership of place	40 – 50% complete		Despite the challenges of COVID 19, ongoing partnerships with Community Planners and the Community Grants Program continue to promote civic pride and build ownership of place.
Invest in maintenance, renewal and improvement of community infrastructure	10 – 20% complete		 Engaged Four18 Architects to commence planning for Rokewood Recreation Reserve Change/Social/Undercover viewing pavilion. Received and assessed tenders and appointed contractor for pedestrian footbridge upgrade as part of Teesdale Turtle Bend project. Assessed submissions for lighting upgrade component of Lethbridge Recreation Reserve Lighting and Irrigation upgrade. Tender advertised for detailed design of Inverleigh Female Friendly Change Rooms (scheduled to be awarded by Council in January). Dereel Play space upgrade completed. Tender advertised for Bannockburn Bowls Upgrade (scheduled to be awarded by Council in January). Meeting with Youth Services stakeholders and architect to finalise Golden Plains Youth Hub concept plans. Four18 to commence detailed design work - Due by end of Feb 2021.

Action	Progress	Status	Activities Undertaken
Implement the Municipal Fire Management Plan and fire related statutory controls	80 - 90% Complete		 During this Quarter, Officers undertook Fire Hazard Inspections on 287 properties. Only 4 properties were not compliant and their grass was cut. Officers have also completed work in a number of Fire Access Tracks.
Work with the community and fire agencies to improve community preparedness and resilience	50 - 60% complete		 Officers have met with Emergency Management agencies, including CFA to assist in community preparedness. Working with the CFA, Council has removed gorse from a number of unmade road reserves, reducing fire hazards around property and removing this declared weed. Council has met with a number of local brigades and undertaken work when required.

STRATEGIC DIRECTION 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	100% complete		 The Golden Plains Shire Community Vision 2040 was developed in partnership with a dedicated Community Reference Group and included extensive community engagement. The Vision captures and documents the hopes and
			aspirations of Golden Plain's residents and was adopted by Council in December 2020.
Continue long term financial planning that outlines the emerging challenges for the Shire	60 - 70% complete		The long term financial plan will be updated as part of the annual budget process to reflect the 2021-22 budget and 10 year forecast, which will include a review of the assumptions within the long term financial plan and incorporate strategic opportunities such as Windfarm income and the Bakers Lane/Lomandra Drive land development. This plan will form the basis of Council's requirement
			under the new Local Government Act to have in place a 4 year budget.

Action	Progress	Status	Activities Undertaken
Further develop and implement an advocacy framework in partnership with the community	40 - 50% complete		Provided updated content for Council's Priority Projects booklet.
Maintain active regional partnerships with a focus on economic development, wellbeing, environmental sustainability and shared services	40-50% complete		 Health and Wellbeing team working with over 30 regional partners to develop Municipal Public Health and Wellbeing Plan 2021-2025 Project planning for new Economic Development, Tourism & Investment Strategy. Coordinated information sharing session with other economic development teams regarding new strategies. Provided assistance and support to investment enquiries and businesses including intensive agriculture, renewable energy, developers, retail, hospitality, tourism operators and facilities. Worked with existing operators and new investment enquiries to facilitate investment in the Golden Plains Food Production Precinct, including intensive agriculture, agricultural supplies, land owners and utility providers. Worked with poultry operators, Agriculture Victoria and Regional Development Victoria to support operators during the avian influenza crisis.
Provide a consistent coordinated and innovative approach to communicating with the community	60 – 70% complete		 The Annual Report 2019-2020 was produced and adopted by Council, in accordance with Local Government Act. Community engagement including surveys, in-person and online conversation posts and workshops were presented on: Draft Golden Plains Community Vision 2040, Draft Bannockburn Growth Plan, Draft Community Engagement Policy, Teesdale Structure Plan, Draft Active Ageing & Inclusion Plan and Cambrian Hill Bore.
Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council's Community Engagement Strategy	50 – 60% complete		 In accordance with the Local Government Act, 2020, Council developed a draft community engagement policy which was endorsed by Council at its November 2020 council meeting to be placed on public exhibition to enable the community to review and contribute to the further development of the Policy prior to Council adoption by 1 March 2021. This policy ensures that Council has a clear process and structure for how it undertakes community engagement.

Action	Progress	Status	Activities Undertaken
Build commitment to the organisational Customer Service Charter	40 - 50% complete		The customer service team have continued to implement process improvements to increase our overall customer service to both internal and external stakeholders. Through our weekly reporting we have been able to highlight how the customer service team support the rest of the organisation, including stats on first call resolution, updates on workload and good news stories. We have also been sharing customer feedback across the feedback to highlight officers around the council who have gone above and beyond for a customer.
Work towards the application of 'deliberative engagement' processes	80 – 90% complete		 The Draft Community Engagement Policy which defines 'deliberative engagement processes' was presented to Council in November 2020. The Draft Policy has been made available for public viewing and submissions and following consideration of any feedback, will be presented to Council for adoption in February 2021.
Continue to implement Council's commitment to equal employment opportunity and influencing broader access, inclusion and gender equity issues in our community	80 - 90% complete		 16 Days of Activism activities in Golden Plains Shire included the delivery of two events. A staff presentation facilitated by Women's Health Grampians focusing on Intersectionality and a community presentation with keynote speaker Nelly Thomas and Women's Health Grampians. Council's Health and Wellbeing Team is beginning to undertake processes regarding Gender Equality Act 2020.
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	90 - 100% complete		 Stage 1 works (new building component) and Stage 2 works (refurbishment of existing building) completed and staff occupying in line with COVID restrictions. Stage 3 (carpark and landscaping) due to commence mid February and scheduled for completion prior to end of 2020/21 financial year.
Provide a workplace that facilitates the highest level of productivity and supports a healthy lifestyle for employees	40 - 50% complete		The OHS team is leading the internal Health and Wellbeing Committee which supports staff wellbeing, with activities and messaging to encourage healthy lifestyles for employees.



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OPERATING HOURS

Bannockburn Customer Service Centre

8.30am to 5pm, Monday to Friday

The Well, Smythesdale

8.30am to 5pm, Monday to Friday





GoldenPlainsShire



GoldenPlainsMayor



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